



20

COMMUNITY MITIGATION FUND

APPENDIX C

Specific Impact Grant Application

BD-20-1068-1068C-1068L-46130

Please complete entire Application

	City of Malden, Massachusetts – Fire Department
1.	NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT Malden Fire Department Public Safety Upgrade
2.	PROJECT NAME (LIMIT 10 WORDS) Malden is seeking to purchase a new fire engine equipped with a built-in, automatic, rapidly deployed firefighting foam system to extinguish flammable liquid fire. This equipment would improve Malden's response time in a HazMat situation in a densely populated region which has experienced strong economic growth resulting from Encore's opening.
3.	BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS) Charles Ranaghan, City Controller
4.	NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 110 Pleasant St., 1 st Floor, Malden, MA 02148
5.	ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 781-397-7080, cranaghan@cityofmalden.org
6.	PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY Gary Christenson, Mayor
7.	NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 17 Pleasant St., 4 th Floor, Malden, MA 02148
8.	ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 781-397-7000, mayor@cityofmalden.org
9.	PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY Wynn MA LLC
10.	NAME OF GAMING LICENSEE

2020 SPECIFIC IMPACT GRANT APPLICATION

BD-20-1068-1068C-1068L-46130

Page 2 of 6

1. IMPACT DESCRIPTION

Please describe in detail the impact that is attributed to the operation of a gaming facility. Please provide support for the determination that the operation of the gaming facility caused or is causing the impact.

The City of Malden is requesting \$500,000 from the Community Mitigation Fund to help subsidize the purchase of a state-of-the-art piece of fire apparatus to meet today's public safety needs of this densely populated community located within a densely populated and heavily trafficked region.

The opening of the Encore Boston Casino has brought renewed vitality and interest in this region. As a result, Malden has seen significant economic development growth particularly in the residential arena where 1,500 new apartments have been built in Malden Center since Malden signed the Surrounding Community Agreement in 2013. Already a densely populated community, Malden's population is currently estimated at 61,000 persons, however with all the apartments yet to come on line it is expected by many that those numbers will grow to well over 65,000. The Malden Fire Department needs state-of-the-art apparatus to stay current with the public safety needs and demands of the community. New economic development growth is also likely for both the Commercial Street corridor in Malden which connects to nearby Route 16 and to the Route 99 Broadway Corridor which connects to Everett. (Details about potential redevelopment efforts along these two corridors are explained in greater detail in the answer to question 3. "Connection to Gaming Facility".)

Specifically, Malden is looking to purchase a new fire engine equipped with a built-in, automatic, rapidly deployed firefighting foam system to extinguish flammable liquid fire. Today, if there were a serious flammable liquid fire in the city or on its borders, Malden would be forced to rely on another department under its mutual aid agreement. The likelihood that such a fire could occur are high given increased traffic and the fact that both Route 99 and Route 16 on its borders are routes for those trucks transporting flammable liquid materials. Additionally both Malden and the region are also home to several companies, primarily manufacturers, which deal with these flammable and combustible materials.

The number of firefighters working for the Malden Fire Department has declined in the past ten years. In 2011 there were 115 firefighters versus the 108 firefighters working for the department today. This gives further justification to the need for state-of-the-art apparatus to deal with an ever-growing community and region. This state-of-the-art equipment will provide another tool to help the department work smarter in dealing with a potential HazMat situations. The firefighting foam system was credited with containing a serious gas tanker fire on Route One, a highway also on Malden's border (see attached Boston Globe Article "Gas Tanker Crash Creates Route 1 inferno").

Firefighting foam is a stable mass of small air-filled bubbles, which have a lower density than oil, gasoline or water. Unlike other extinguishing agents, foam can extinguish a flammable or combustible liquid fire quicker through containment. It can also secure for extended periods of time against reflash or

reignition. Foam blankets the fuel surface smothering the fire. The foam blanket separates the flames/ignition source from the fuel surface. The foam cools the fuel and any adjacent metal surfaces and it suppresses the release of flammable vapors that can mix with air.

2. PROPOSED USE OF SPECIFIC IMPACT MITIGATION FUNDS. (Please attach additional sheets/supplemental materials if necessary.)

a) Please identify the amount of funding requested.

The City of Malden/Malden Fire Department respectfully requests \$500,000 in 2020 Community Mitigation Fund/Specific Impact Grant Funding from the Massachusetts Gaming Commission to subsidize the purchase of a state-of-the-art fire engine equipped to extinguish flammable liquid fire.

b) Please identify below the manner in which the funds are proposed to be used. Please provide detailed scope, budget and timetable for the use of funds.

The City of Malden/Malden Fire Department proposes to use this funding to purchase a state-of-the-art fire engine that will address public safety needs as it relates to the strong economic growth in the City and region resulting from the opening of Encore. We believe that the new piece of apparatus will assist the Malden Fire Department in its efforts to mitigate some of the unforeseen impacts to Malden from the casino in Everett. The City would use the \$500,000 grant along with \$86,248.00 in city funds to purchase the state-of-the-art engine. Since the vendor for the equipment is on the state bid list, the city would be in a position to immediately order the new engine upon approval of the grant award from the Gaming Commission. (See attached price proposal).

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the operation of a proposed gaming establishment.

See attached price proposal from Greenwood Emergency Vehicles, LLC, 530 John Dietsch Boulevard, No. Attleboro to furnish one 2019 E-One Typhoon pumper to City of Malden under a MAPC contract.

2020 SPECIFIC IMPACT GRANT APPLICATION

BD-20-1068-1068C-1068L-46130

Page 4 of 6

d) Please describe how the mitigation request will address the impact indicated.

The 2020 Specific Impact Grant will help subsidize the purchase of a state-of-the-art fire engine equipped with built-in, automatic, rapidly deployed firefighting foam system to extinguish flammable liquid and combustible fires. At the present time, Malden is forced to rely on other communities in its mutual aid agreement in order to fight a HazMat fire. With its own equipment, it would be able to respond to a HazMat situation in a more timely and efficient manner. Public safety is a number one priority with the city. The uptick in economic development growth resulting from the opening of the Encore Boston casino coupled with the proximity of highways (route 99 and Route 16) on which flammable materials are transported daily support the need for this fire department upgrade in this densely populated area.

3. CONNECTION TO GAMING FACILITY

Please provide specificity/evidence that the requested funds will be used to address issue or impacts directly related to the gaming facility.

These funds will be allocated towards mitigation efforts surrounding the Encore Boston Casino, particularly along the Route 99 corridor, Commercial Street which connects to Route 16, and Malden Center, all of which are identified in the Surrounding Community Agreement as being impacted by the casino development. The city of Malden has seen significant growth as a result of the casino which has brought renewed attention from residential and commercial developers. Since the signing of the Surrounding Community Agreement in 2013, upwards of 1,500 residential apartments have been built in Malden Center. A 2018 "Commercial Street Corridor Framework Plan" developed by Harriman Associates, planners under contract with MassDevelopment, has identified new growth potential (both commercial and residential) for this corridor (see attached) and work now underway on the Broadway Corridor Route 99 Framework Plan, funded by the City's 2018 Non-Transportation Planning Grant, is currently analyzing a number of strategies to improve the land use and economic development potential of this corridor. New economic development brings more traffic and people to this already densely populated community. Public safety remains a priority with the City which shouldn't rely on other communities to deal with a potential serious HazMat situation. A new state-of-the art piece of apparatus for Malden would provide the department with another tool that would improve its response time to a flammable liquid fire.

2020 SPECIFIC IMPACT GRANT APPLICATION

BD-20-1068-1068C-1068L-46130

Page 5 of 6

4. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used to address the impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

The City of Malden/Malden Fire Department is the fiscal agent for this project.

The City's internal control structure regarding all grants has been designed to ensure compliance with the Federal Office of Management and Budget circulars A-87 "Cost Principles for State, Local, and Indian Tribes", and A-102 "Grants and Cooperative Agreements with State and Local Governments". The financial control structure ensures all transactions are properly recorded and accounted for, and all transactions are executed in compliance with Laws, regulations, and the provisions of contracts and grant agreements.

Malden uses a requisition and purchase order system within its accounting system to ensure expenditures are sufficiently authorized and adequate funding exists prior to procuring goods or services. Checks and balances on the system are provided through the oversight of the City Controller's Office and City Treasurer's Office. The City will document all mitigation funds received to ensure that these funds are spent on the above-stated equipment.

2020 SPECIFIC IMPACT GRANT APPLICATION

BD-20-1068-1068C-1068L-46130

Page 6 of 6

5. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS

Please describe and include excerpts from any relevant sections of any Host or Surrounding Community Agreement. Please explain how this impact was either anticipated or not anticipated in that Agreement.

Malden's Surrounding Community Agreement was executed in 2013 and at that time the City did not fully anticipate the multiplier effect that the opening of the Encore Boston Harbor Casino would have on economic development interest in Malden from both the commercial and residential sectors. Malden, a densely populated community (61,000 people in five square miles), has experienced significant economic growth since 2013 and it can no longer afford to be reliant on other communities in its mutual aid agreement for this type of specialized firefighting equipment that would respond to a HazMat situation. Of additional concern is the fact that the two major highways that service both Malden and Everett—Route 99 and Route 16 are major routes for the transport of flammable materials. (See attached aerial photo showing highway connections).

Excerpts from Malden's Surrounding Community Agreement which support this funding request state in part:

- *And whereas, Malden believes that the Project will bring economic development to Malden, create new jobs for Malden residents and new sources of revenue for the Malden business community, and as such, Malden desires to enter into this Agreement with Wynn to address the anticipated impact on Malden businesses, residents, infrastructure, **public safety**, transportation and roadway needs*
- *...the parties recognize and agree that there may be a need for increased police, **fire**, traffic and public works personnel to maintain roadway safety due to increased use.*

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Signature of Responsible Municipal
Official/Governmental Entity

01/30/2020

Date



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Gas tanker crash creates Route 1 inferno

By John M. Guilfoil

Globe Staff / July 24, 2011

SAUGUS - One man died and several people were injured early yesterday when a tanker carrying thousands of gallons of gasoline rolled over through a median on Route 1 and exploded in a towering fireball.

The driver of the tanker, Neal Michaud, 59, of Manchester, N.H., was trapped in the cab and died at the scene. He was driving a truck for PJ Murphy Transportation of Methuen about 2:15 a.m. when he lost control of the truck, which crashed and rolled across the guardrail and into the southbound lane of the divided highway, said David Procopio, a State Police spokesman.

Six cars crashed into the tanker, which began leaking its cargo of about 11,000 gallons of fuel onto the road, Procopio said. Flames shooting up from the tangle of vehicles charred a highway sign and an overpass and burned wires off a nearby utility pole.

Four motorists were taken to hospitals. Three had minor injuries and one man, Kevin Fitzgerald, 60, of South Hamilton, sustained serious burns and underwent emergency surgery at Massachusetts General Hospital, Procopio said.

State Police are investigating to determine the cause of the crash, he said.

The tanker was reduced to its frame, its massive tank gone. The cars also suffered extensive damage, with tires on some burned completely off the wheels.

The smell of gasoline lingered in the air for hours after the crash.

About 45 minutes after the crash, a second fireball rose from a creek a few hundred yards beyond the roadway. Fuel from the crash had seeped into the storm-drain system and pooled in the creek.

When it ignited, it spread burning embers across the neighborhood, setting fire to two greenhouse buildings, a house, fences, and several patches of brush, said Fire Chief James L. Blanchard.

"Lights were shaking from the ceilings of homes, and people woke up to see flames in the back of their house," Blanchard said.

Plumes of smoke rose hundreds of feet into the air over the creek and over the M. Huberman Greenhouses, which lost two buildings and countless plants.

Greenhouse owner Allan Huberman stood shocked as crews battled the blazes.

Huberman said he recently devised a new mixture of soil that can grow crops using 75 percent less water than traditional soil and had been presenting it to government agencies.

Huberman lost some of that in the fire, but said he had not lost his spirit.

"This has been in business for four generations, and I don't intend to leave," he said.

The neighborhood was evacuated and 120 people had to seek shelter during the early morning. They were later allowed to return home.

Michael Shaw, 41, woke up after the crash and quickly knew something was not right.

"I heard the explosions. They sounded like transformers popping off. That's what I thought it was first, but then three more came," Shaw said. "I looked out and I saw cars just speeding up the road. I looked out the window again and I saw a ball of flame rising."

Shaw's wife, Nicole, 36, was terrified about her children and their home.

"There were explosions going down and the embers were flying on top of our house," Nicole Shaw said. "I grabbed my kids and the dogs and put them in the car and they're at my sister-in-law's now."

The truck driver who died in the crash was experiencing one of the happiest periods of his life, said his former wife, Barbara Michaud, 54, of Candia, N.H.

He had found love with his partner of seven years, Debra, with whom he lived in his parents' former home in Manchester, she said. A graduate of the University of New Hampshire who started a trucking company with Barbara when they were in their 20s and married, Michaud enjoyed the movement and freedom of his job as a driver, Barbara Michaud said.

"He was in a very good place, in a peaceful place, in his life," she said in a phone interview last night.

She described Michaud as an outdoorsman with an "infectious laugh."

Michaud used to go hunting, fishing, and canoeing with his two sons, Jesse, 30, and Scott, 26, she said.

A family handyman who answered the phone last night at the home of the driver who was seriously injured in the crash said the man's wife, Robin, and adult daughter were with him at the hospital. With burns on his arms, body, and face, Kevin Fitzgerald was still in critical condition, said Everson Albano, the handyman.

Two firefighters were also hurt, one suffering chest pains and one a knee injury.

The Saugus Fire Department called out an eight-alarm response. Fire crews from Boston, Revere, Chelsea, Woburn, Somerville, Belmont, Cambridge, Lynn, Lynnfield, Burlington, Danvers, Stoneham, Malden, Winchester, Medford, Wakefield, Everett, and Winthrop responded.

Blanchard thanked the mutual aid units and particularly special units from Massport Fire Rescue, whose chemical foam equipment, used for putting out aircraft fires, helped contain the massive amount of gasoline.

"We had to get foam in there, and we needed lots of it," Blanchard said. "Without foam, there's no hope of controlling the fire."

Paul Murphy of PJ Murphy Transportation did not return calls seeking comment.

State Police said the company has a sound safety record.

"Our commercial vehicle team has had interactions with the company in a positive manner. They have a very good safety record," Procopio said.

A search of the Occupational Safety and Health Administration database showed no violations.

Though workers at a nearby Burger King and Walgreens reported an odor of natural gas when they arrived at work in the morning, a National Grid spokesman said last evening that the explosion had not damaged any gas lines.

He attributed the odor reported by the workers to a mixture of gasoline, oil, and other fuels on the ground.

While the crews were in the area, they detected and repaired a small leak, but it was unrelated to the explosion, he said.

The gasoline spill will not affect drinking water supplies, according to the Massachusetts Water Resources Authority. It is not known if any gas leaked into the sewage system.

A spokesman for the Lynn Water and Sewer Commission did not return calls seeking comment.

The environmental impact from the gasoline spill should be limited, officials said, because most of the gas burned off in the fires.

Edmund Coletta, a spokesman for the Massachusetts Department of Environmental Protection about 300 gallons were recovered from the remains of the truck and the rest released into the environment.

"It appears that the gasoline was consumed by the fire," Coletta said. "Even though it was released into the environment, it appears to have been consumed at this point."

Route 1 was closed in both directions for several hours but in the afternoon the right and middle lanes reopened in both directions, according to State Police. The left lanes could be closed for at least another day.

At one point, officials feared for the structural integrity of the Essex Street Bridge overpass, which was singed in the explosion, but those fears were allayed when an engineer determined the bridge was safe.

Route 1 is a main detour for drivers affected by the 93 Fast 14 weekend bridge construction project.

While driving around the North Shore was a challenge yesterday, many felt things could have been a lot worse.

"We're fortunate that it happened when it happened," said State Representative Donald Wong, a Saugus Republican who toured the scene. "If it happened on a weekday when Route 1 is filled with traffic it would have been much worse."

Andrew Mahoney and David Pierce of the Boston.com staff and Globe correspondents Vivian Yee and Christopher J. Girard contributed to this report. John M. Guilfoil can be reached at jguilfoil@globe.com. Follow him on Twitter @globe_guilfoil.

© Copyright 2011 Globe Newspaper Company.

COMMERCIAL STREET CORRIDOR FRAMEWORK PLAN



Prepared for the The City of Malden
Sponsored by the Office of Mayor Gary Christenson,
the Malden Redevelopment Authority,
and MassDevelopment

MARCH 2018



ACKNOWLEDGMENTS

Sponsors

The Office of Mayor Gary Christenson

Kevin Duffy, Strategy and Business Development Officer, City of Malden

Michelle Romero, City Planner, City of Malden

The Malden Redevelopment Authority

Deborah Burke, Executive Director

Kevin Hunter, Senior Planner and Policy Manager

MassDevelopment

Amanda Maher, Vice President, Real Estate Services

Additional Members of the Working Group

Peg Crowe, Ward 1 Councillor

Paul Condon, Ward 2 Councillor

Amber Christoffersen, Greenways Director, Mystic River Watershed Association

The Consultant Team

Harriman

Emily Keys Innes, AICP, LEED AP ND

Kartik Shah, LEED AP

Katherine Moore

Initiative for a Competitive Inner City

Austin Nijhuis

Peter Eberhardt

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
SECTION I: EXISTING CONDITIONS	11
SECTION II: ECONOMIC ANALYSIS AND RECOMMENDATIONS	31
SECTION III: RECOMMENDATIONS	45
SECTION IV: MALDEN DPW SITE FIT STUDIES	59
SECTION V: IMPLEMENTATION PLAN	71
SECTION VI: APPENDICES	79

FIGURES AND TABLES

Figure 1: Proposed Framework Plan	6
Figure 2: Commercial Street Corridor	10
Figure 3: Regional Context of the Corridor	14
Figure 4: Formalized Open Space Near the Corridor	17
Figure 5: Road Network Near the Corridor	18
Figure 6: Public Transportation Near the Corridor	19
Figure 7: Pedestrian Access to the Corridor	20
Figure 8: Commercial Street Streetscape Zones	21
Figure 9: Historic Land Uses along the Malden River	22
Figure 10: Potentially Impaired Parcels within the Corridor	23
Figure 11: FEMA Flood Zones within the Corridor	24
Table 1: Malden Zoning Districts	25
Table 2: Zoning Districts within the Corridor	25
Figure 12: Zoning Districts within the Corridor	26
Table 3: Example Land Uses and Associated Dimensional Standards	27
Figure 13: Historic Location of the Malden River	28
Figure 14: Ownership Pattern within the Corridor	32
Figure 15: Businesses and Jobs in the Corridor and Malden	33
Figure 16: Cluster Selection Criteria	34
Table 4: Clusters with High Employment Specialization in Malden and Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area	35
Table 5: Clusters with High Employment Specialization in More than One Adjacent City and Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area	35
Figure 17: Piantadosi Baking Co.	38
Figure 18: Cambridge Health Alliance (CHA) Malden Family Medical Center	39
Table 6: Market Analysis of the Corridor	41
Figure 19: Dom's Sausage	43
Figure 20: Proposed Future Land Uses in the Corridor	44
Figure 21: Proposed Infrastructure and Access Improvements	47
Figure 22: Existing Conditions, Possible Linear Park and Streetscape Improvements along Commercial Street	49
Figure 23: Ellicott Street Linear Park in Buffalo, New York	50
Figure 24: Opportunity to Create Consistent Character on Both Sides of Commercial Street	51
Figure 25: St. Peters Business Park Gateway Arch, Australia	51
Figure 26: RiverEast Center (Portland, Oregon) Parking Lot Stormwater Management	52
Figure 27: Niles River Park in Niles, Michigan and Turenscape Houtan Park in China	53
Figure 28: Proposed Head of the Malden River	54
Figure 29: Scenario 1A - Office and Research and Development on the DPW Site	60
Figure 30: Scenario 1B - Mixed-use on the DPW Site	62
Figure 31a: Scenario 2A - Office and Research and Development on the DPW Site and Adjacent Parcels	64
Figure 31b: Scenario 2A - Office and Research and Development on the DPW Site and Adjacent Parcels	65
Figure 32a: Scenario 2B - Mixed-use on the DPW Site and Adjacent Parcels	66
Figure 32b: Scenario 2B - Office and Research and Development on the DPW Site and Adjacent Parcels	67
Figure 33: 3rd Avenue, Burlington	69
Figure 34: Legacy Place, Dedham	69
Figure 35: Chestnut Hill Square, Newton	69
Figure 36: Biergarten, San Francisco	70
Figure 37: Gene's Sausage Shop, Chicago	70
Figure 38: The Butcher Shop Beer Garden & Grill, Miami	70
Figure 39: Santa Monica Civic Center Parking Structure	70
Figure 40: Kansas City Library Parking Garage	70

EXECUTIVE SUMMARY

Introduction

The Commercial Street Corridor (Corridor) is an 122.6-acre area in Malden, a Gateway City, south of Malden Center that borders both sides of the Malden River. Similar to other areas that are primarily industrial throughout the metropolitan Boston region, the Corridor is under redevelopment pressure. In December 2014, the Massachusetts Development Finance Agency (MassDevelopment) established a Gateway Cities Transformative Development Initiative (TDI) District in the Cities of Malden and Everett. The TDI District, which includes the Corridor, allowed Malden and Everett to receive directed regional planning and implementation assistance to advance their district visions. As part of the TDI program, MassDevelopment, Malden, and Everett convened an Urban Land Institute Technical Advisory Panel (ULI-TAP) in June 2015. The ULI-TAP focused on industrial land development in metropolitan Boston's urban core and developed several recommendations for the cities to further develop their regional presence and identity. The ULI-TAP suggested using the Malden River as the organizer of development and identity. This *Malden Commercial Street Corridor Framework Plan (Framework Plan)* builds upon the *ULI-TAP Report's* recommendations regarding development and land use within the Corridor.

Purpose of Study

This *Framework Plan* seeks to:

- Define strategies to support diversified job retention and creation in the Commercial Street Corridor;
- Identify short-term and long-term strategies for development of, access to, and creation of public open space surrounding the Malden River;
- Identify possibilities for the relocation of the existing Department of Public Works (DPW) facility elsewhere in the City and implications if the current property becomes available for development;
- Understand how known environmental conditions may constrain certain types of development and define approaches to remediation, including both public and private actions;
- Incorporate the appropriate recommendations from the *ULI-TAP Report*;
- Provide an implementation plan that assigns responsibilities for next steps and identifies funding strategies with those steps;

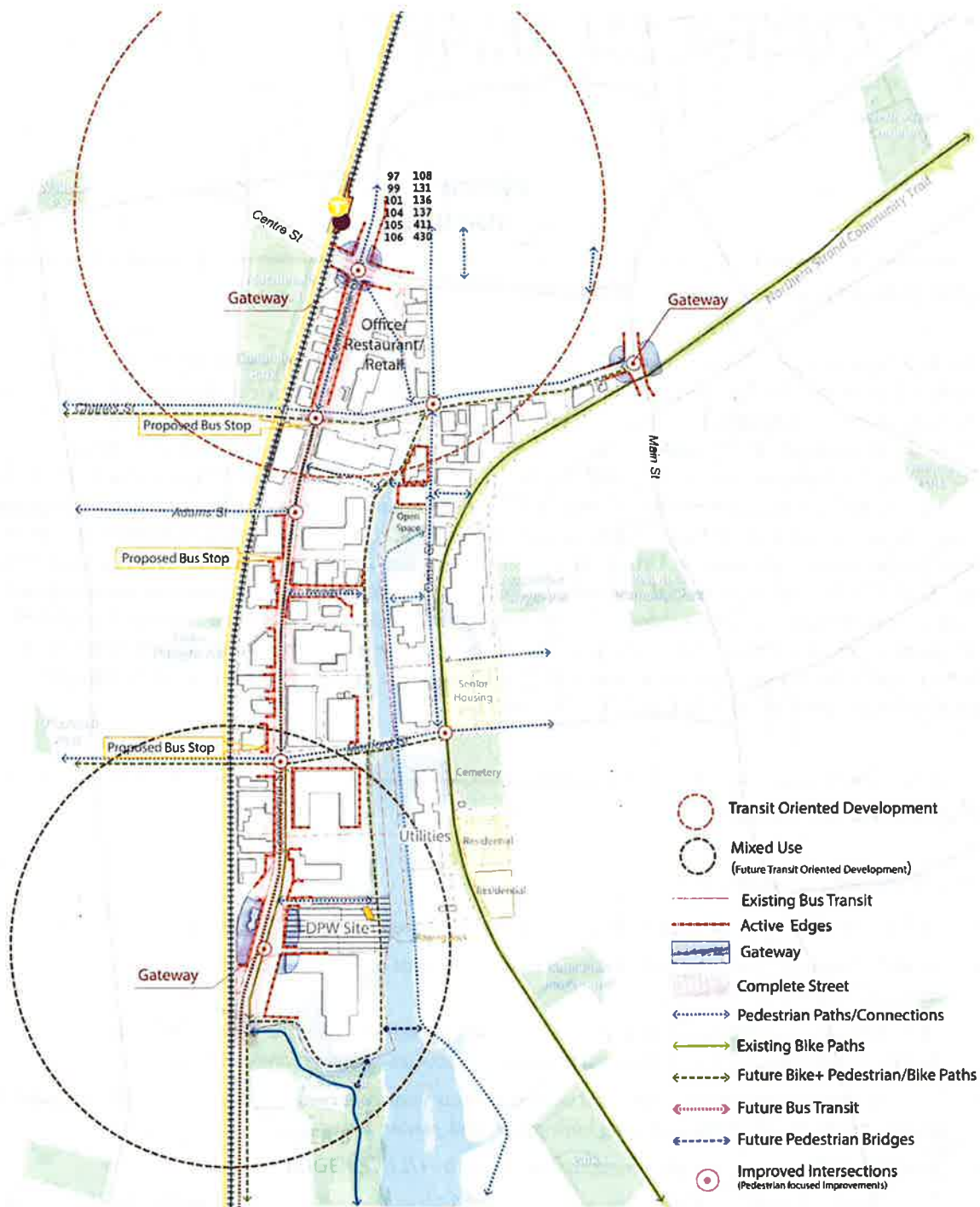


Figure 1: Proposed Framework Plan

- Use zoning, design guidelines, and other regulatory mechanisms to encourage the appropriate balance of uses (residential/retail/office/industrial), support infrastructure, and require public space amenities; and
- Conduct and integrate market analysis to identify Malden’s “competitive edge” and support that analysis with appropriate development scenarios and suggested regulatory changes.

Sponsorship

The City of Malden, the Office of Mayor Gary Christenson, and the Malden Redevelopment Authority (MRA), with funding from MassDevelopment, were assisted by a consultant team in this study to understand what changes are likely to occur over time within the Corridor. The consultant team was composed of Harriman and Initiative for a Competitive Inner City (ICIC). Harriman is a design and engineering firm whose Boston studio has a focus on urban planning, urban design, and landscape architecture. ICIC is a national nonprofit research and advisory organization and the leading authority on U.S. inner city economies and the businesses that thrive there. ICIC’s mission is to drive economic prosperity in America’s inner cities through private sector investment to create jobs, income, and wealth creation for local residents.

Commercial Street Corridor

The Corridor is located in Malden, a Gateway City, southwest of Malden Center, centered on the Malden River (see Figure 1). The study area is bounded by the Massachusetts Bay Transit Authority (MBTA) Orange Line and Commuter railroad tracks, Centre Street, Canal Street, Charles Street, Main Street, the Northern Strand Community Trail, Green Street, the Malden/Everett border at Wyllis Avenue, the Malden River, and Little Creek at the border with the River’s Edge complex. Regional access to the Corridor is excellent.

The Malden River, which bisects the Corridor, is covered from Winter Street to Charles Street, daylight south of Charles Street and flows south to the City’s border with Medford and Everett.

A mix of retail, office, medical facilities, industrial uses, and some limited housing are located throughout the Corridor. A significant number of manufacturing businesses have historically operated within the Corridor, with some of the uses resulting in environmental contamination to the soils and water. Additional information regarding the current conditions in the Corridor is provided in *Section I: Existing Conditions*.

Findings and Recommendations

FINDINGS

The Corridor could benefit from additional actions by the City, the MRA, and relevant state agencies (including Massachusetts Department of Environmental Protection (MassDEP)) to support the goals identified during this planning process. Future economic development in the area is based on two strategies:

- Supporting and retaining existing businesses
- Attracting new businesses that complement the existing clusters and provide well-paying jobs for Malden residents.

The findings address the four categories of recommended actions: Economic Development, Placemaking, Regulatory, and Infrastructure.

- **Economic Development** – The Corridor has a number of assets that make it a competitive place for businesses to locate. Businesses cited the Corridor’s location, access to customers, and relatively affordable rents and property taxes as some of its advantages.
- **Placemaking** – Restaurants and retail/service related businesses can support both employees and local residents, creating an area that is active beyond the working day. Events that bring people to the area at night would contribute to the desirability of working in the area. Connecting the riverfront with a system of paths for pedestrians and bicyclists is an amenity for employees traveling between work and home or taking a mid-day break. A path system is also an amenity for current and future residents. Linking these paths to parking can connect businesses, employees, and visitors during working hours, at night, and on the weekend, thus creating efficiencies in shared use of infrastructure.
- **Regulatory** – Allowing new uses in the area (such as residential with an attached retail and/or office component, hotel, and research and development) and streamlining the permitting process would make it easier for businesses to invest or reinvest in the area.
- **Infrastructure** – The recommended physical improvements and regulatory changes support these goals by creating an active environment with amenities that are attractive to employees: places to eat, shop, and relax. Amenities would serve to attract employees who want to address their personal needs – child or adult care, health appointments, dry-cleaning, general errands, food – in the same area as their office.

RECOMMENDED ACTIONS

The recommended actions to implement the goals of this *Framework Plan* build upon the *ULI-TAP Report’s* recommendations and the City’s goals. They are the result of the research and analyses of current economic and physical conditions, as well as feedback from the community members and businesses who participated in focus group meetings, public meetings, and surveys. The implementation actions are grouped into the categories described below:

- **Economic Development** – The economic development findings and recommended actions are intended to support business attraction, retention, and expansion needed within the Corridor to promote job creation. For example, contacting companies within the industries prioritized in the cluster analysis in *Section II: Economic Analysis and Recommendations* and introducing those companies to this *Framework Plan* increases awareness of the Corridor and its attractiveness as a place to relocate or expand their operations. Targeting those industries with high growth potential and well-paying jobs appropriate for Malden residents will also create additional tax revenue for the City and diversify the current industry mix.
- **Placemaking** – The recommended actions include strengthening the connection between the community and the places they share through a variety of placemaking efforts. These efforts will reinforce the Corridor as a destination for companies seeking to expand and attract employees who value the amenities this Corridor could offer. For instance, gateway treatments at the entrances to the Corridor and showcasing locally-made products would help build the physical, cultural, and social identity of the Corridor. After-work and weekend

programs, such as movie nights or food truck festivals, would attract employees and community members to the Corridor outside of traditional business hours. Ensuring that such efforts are community-driven will improve the sense of place and community participation.

- **Regulatory** – The recommended actions regarding regulatory controls can be linked with economic development and infrastructure. Zoning controls the physical character of an area by regulating the types of uses, the physical relationship of buildings to each other and to the street. The permitting and approval processes can make investing in an area more difficult if the zoning controls and processes are not aligned with the desired character of the area. Updating the City's Zoning Ordinances would ensure future land uses throughout the Corridor are consistent with the community's vision and the findings of this *Framework Plan*. Reviewing existing and future Chapter 91 licenses for compliance and consistency with the community's vision for the Malden River would increase public access by ensuring that the public access required by Chapter 91 is built into the City's approval, permitting, and enforcement processes.
- **Infrastructure** – The recommended actions for physical improvements are designed to encourage investment either by improving public infrastructure or by creating a pathway for future investment by others through strategic development projects. Modified bus routes or a shuttle would increase the convenience of access to areas along Commercial Street. In addition, creating a safer environment for all forms of transportation (e.g., buses, trucks, cars, pedestrians, bicycles) will increase the accessibility of the Corridor's businesses for employees and customers. Expanding the green space along the streets, parking lots, and riverfront would provide additional areas for stormwater infiltration, help reduce pollutants entering the Malden River, and create a more welcoming environment for employees and community members. The City and MRA could create within the Corridor either a DIF district to address infrastructure needs or implement a TIF program that offers tax incentives to individual developers in exchange for making infrastructure improvements.

The specific actions outlined in this summary are found in *Section V: Implementation Plan*.

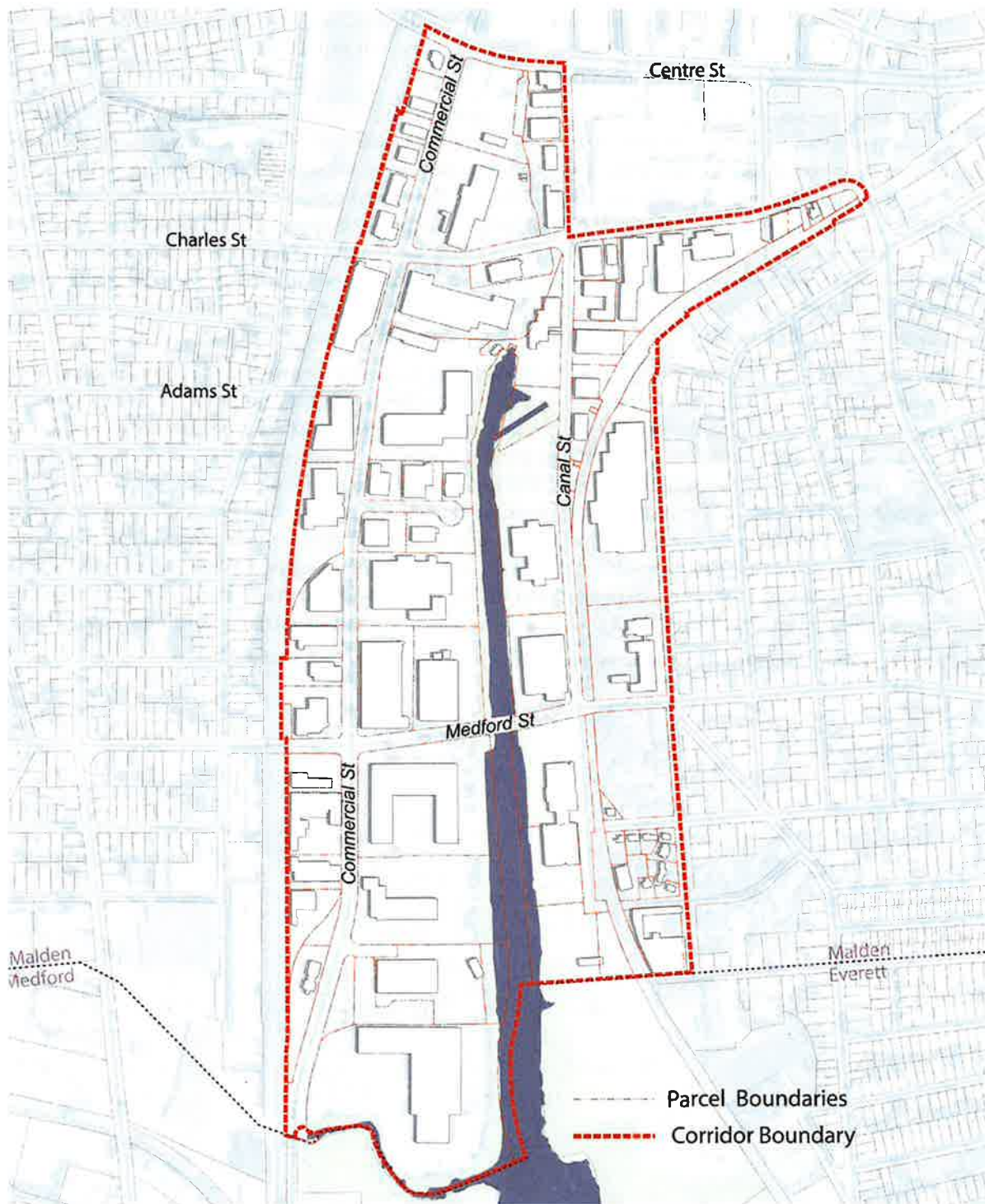


Figure 2: Commercial Street Corridor

SECTION I: EXISTING CONDITIONS

Introduction

Section I: Existing Conditions discusses the planning framework; regional context; existing land use, ownership, and open space within the Commercial Street Corridor (Corridor); and its physical and regulatory conditions. The planning framework provides a review of recent studies that are relevant to the Corridor. A description of the area around the Corridor provides a greater understanding of the impacts of recent developments within the region that might pose an opportunity or a threat. A review of the existing land uses, parcel ownership, and open space indicates possible opportunities or challenges within the Corridor itself. These opportunities and challenges may relate to the existing physical and regulatory conditions. This section includes an assessment of physical characteristics, such as historic uses, existing brownfields, and the potential for flooding along the Malden River. Finally, an examination of the regulatory context includes the City's Zoning Ordinances, the regulatory requirements of the Massachusetts Public Waterfront Act (Chapter 91), and the role of the Malden Redevelopment Authority (MRA).

Planning Framework

The existing planning framework includes a number of studies and reports with implications for the Corridor. A summary of each relevant report follows. Previous recommendations and existing implications for the Corridor inform the analysis and recommendations of this framework study.

MALDEN VISION (2008)

The *Malden Visioning Project*, part of the Master Plan process, found the community's main issues were capitalizing on redevelopment and preservation opportunities, as well as the protection and promotion of open spaces, natural and cultural resources.

The vision also noted that a safe network for all forms of transportation and connectivity to community resources were priorities. Economic development goals included retaining a diversity of local employers offering a range of employment opportunities. The Malden River was specifically noted among the natural resources valued by the community.

LAND USE PLAN AND ZONING RECOMMENDATIONS (2009)

This report identified land use and zoning actions the City could take to realize the *Malden Vision*. The analysis considered several development scenarios and determined that between three to four million square feet of commercial or industrial floor area could potentially be developed within the city's Industrial 1 zoning district (the largest area is within the Corridor) and Industrial 2 zoning district (entirely within the Corridor).

MALDEN MASTER PLAN (2010)

The *Malden Master Plan*, updated in 2010, built upon the *Malden Vision* and *Land Use Plan and Zoning Recommendations* with several observations and recommendations relevant to the Corridor. Within the analysis of the transportation network, the *Master Plan* noted the intersection of Centre Street (Route 60) and Commercial Street was identified within Massachusetts Highway Department's 2007 *Top Crash Locations Report* of top crash intersections statewide between 2005-2007. Transportation recommendations included facilitation of more bicycling and walking city-wide.

The *Natural and Cultural Resources* section included a recommendation to protect open space through existing infrastructure in redevelopment projects. Examples of recently expanded open space in partnership with developers included Plaza 88, located at 184-188 Commercial Street, where "[a]s part of the Planning Board approval, the owner agreed to construct a landscaped walkway along the rear property line, providing public access to the Malden River." Other recommendations included increasing public awareness of conservation and preservation, making open space accessible, and increasing connectivity to the River's Edge development in Medford.

PLAN DOWNTOWN MALDEN BLUEPRINT FOR ACTION (2013)

The *Plan Downtown* effort followed preliminary work and recommendations done by Harvard University Graduate School of Design faculty and students by offering an implementation plan, potential funding opportunities, and additional recommendations. The study area for this report included portions of the Commercial Street and Canal Street Corridors that are the focus for this *Framework Plan*.

The report states that the lower portion of Canal Street is not dense enough to create foot traffic, does not have a cohesive urban fabric, and is not strongly connected to the Malden River. It also noted that any redevelopment of the study area should preserve employment opportunities within key industrial areas. The report suggested planting street trees and establishing a food production cluster near Commercial and Medford Streets.

GAINING PUBLIC ACCESS TO THE MALDEN RIVER – OPPORTUNITIES AND CHALLENGES OF CHAPTER 91 (2014)

A team of Tufts University students evaluated the implementation of Chapter 91 along the Malden River in past, current, and potential applications for the Mystic River Watershed Association. The team found that about 50 percent of current property owners within the Chapter 91 jurisdiction, including areas in Malden, Everett, and Medford, have a valid Chapter 91 license. A lack of awareness regarding requirements

for licensing, expired licenses, and a lack of enforcement by the Massachusetts Department of Environmental Protection (MassDEP), may be responsible for the lack of compliance and could be limiting public access, as a result.

The report also noted that the presence of a valid license did not necessarily guarantee adequate access. For example, Chapter 91 requires standards of public access, but the property owner's vision is also important when creating access. The report's authors found a lack of detail in approved licenses and a lack of enforcement of the license requirements. This created situations where property owners had the ability to provide low quality access or not develop the open space as specified by the license. For example, only one out of the 27 licenses reviewed specified handicap accessibility to the open space, and only one license required architectural compatibility of future buildings with the open space.

MALDEN CENTER PARKING MANAGEMENT PLAN (2015)

This report developed recommendations for improving parking availability and efficiency in Malden's downtown. The study area for the report was adjacent to the Corridor of this *Framework Plan*, with Centre Street as the southern boundary. Recommendations relevant to this effort include reducing parking demand (1) through increased and improved pedestrian and bicycle infrastructure, and (2) by requiring new development to implement Transportation Demand Management (TDM) strategies.

URBAN LAND INSTITUTE - TECHNICAL ASSISTANCE PANEL (ULI-TAP) REPORT (2015)

The Urban Land Institute (ULI) Advisory Services Panel specifically targeted light industrial districts Malden and Everett designated as part of MassDevelopment's Transformative Development Initiative (TDI). The report highlighted the cultural diversity of both cities and the proximity to regional transportation. It noted that challenges include poor access and sightlines to the Malden River, problematic access to the regional transportation network, a lack of a gateway, poor signage, and infrastructure in need of improvement.

The report recommended that Malden take action to preserve its light industrial activity while promoting mixed-use infill development along the Corridor. It also noted the strong food manufacturing industry presence, but indicated non-food manufacturers should be identified and sought, case by case, in an effort to diversify the types of manufacturing businesses.

The ULI-TAP also recommended moving the Malden Department of Public Works (DPW) facility and its operations to create a more attractive initial impression for visitors entering the Corridor from Medford, and to open up the view of and access to the Malden River. This recommendation motivated the fit studies of the DPW site found in *Section IV: Malden DPW Site Fit Studies*. The MRA owns the DPW site parcels, and thus controls future development.

EVERETT TRANSIT ACTION PLAN (2016)

The Massachusetts Department of Transportation (MassDOT) developed near- and long-term solutions to improve transit for the residents and workers of Everett in this report. The report's recommendations include exploring the potential for a public-private partnership to construct an infill station on the Orange Line near

COMMERCIAL STREET CORRIDOR FRAMEWORK PLAN: MARCH 2018

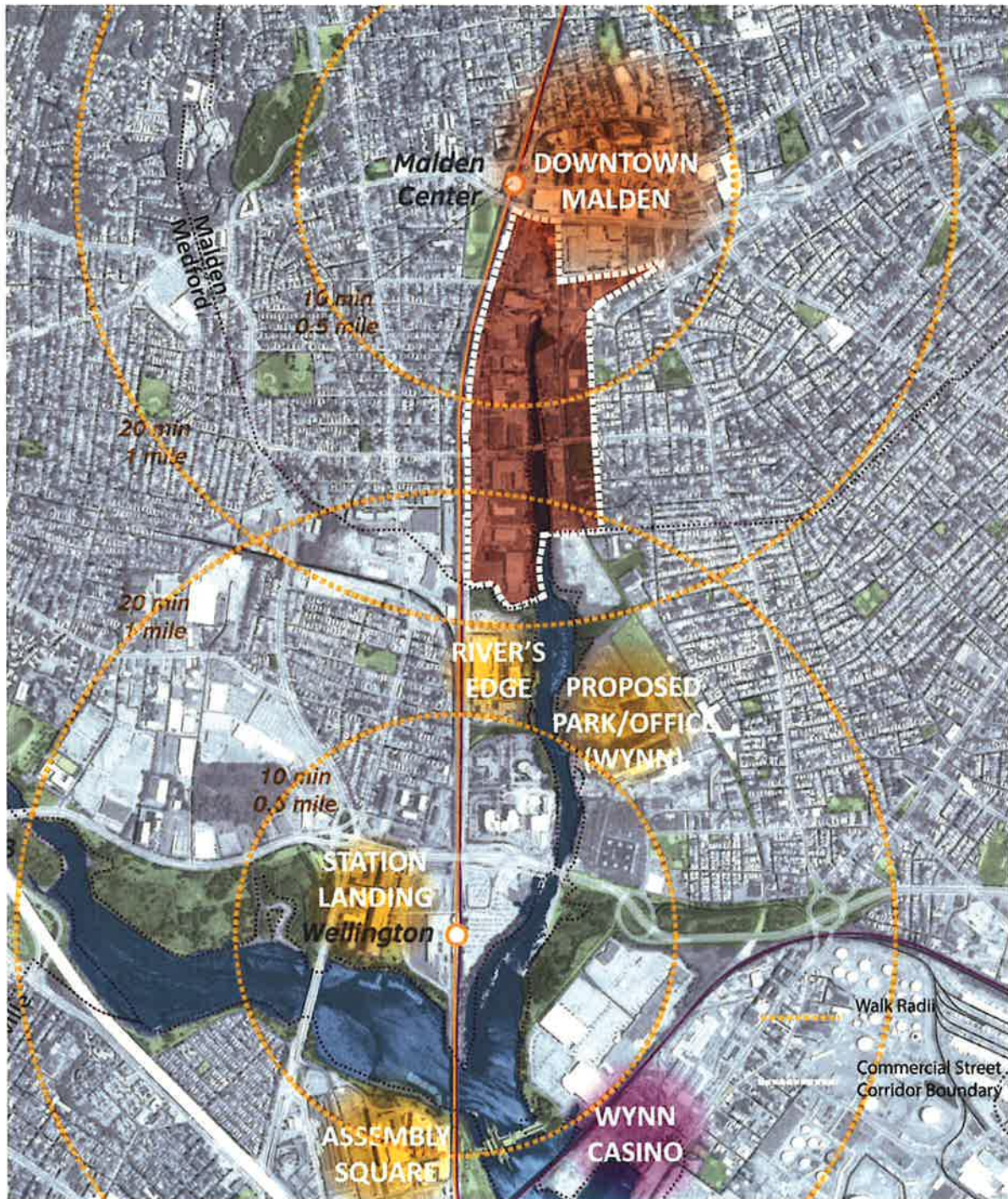


Figure 3: Regional Context of the Corridor

the Malden Department of Public Works (356 Commercial Street). MassDOT's models indicate that planned and potential transit-oriented development could support a transit station. The recommendations also noted access between the new station and Everett would be enhanced by a pedestrian bridge. Depending on the new station's siting and the outcome of the Woods Memorial Bridge reconstruction project, the report suggested that Wellington Station might be a similar option for pedestrian access to the Orange Line from Everett.

MYSTIC GREENWAYS INITIATIVE (2017)

The Mystic Greenways Initiative is an effort by the Mystic River Watershed Association to create a continuous waterfront park system, including along both sides of the Malden River. The Initiative recently worked with cities, developers, businesses, community groups, and residents of Malden, Medford, and Everett to create a *Malden River Greenway* master plan and recommendations for new parks, paths, and boating amenities along the Malden River (see *Appendix D*). The timing of the *Greenway* master plan process was similar to that of this *Framework Plan*, which enabled cooperative discussions regarding the respective planning efforts. This *Framework Plan's* recommendations regarding connectivity to Malden and Everett through pedestrian and bicycle infrastructure align with the network recommendations of the *Greenway* master plan. Both efforts also recognize the importance of enhancing the rowing center at 356 Commercial Street (behind the Malden DPW) into a larger public open space with an improved facility. Such a facility has been included as a component in the fit studies in *Section IV: Malden DPW Site Fit Studies*.

OPEN SPACE AND RECREATION PLAN (OSRP) (2017)

The 2017 *OSRP*, an update and revision to the 2010 *OSRP*, identified access to the Malden River as a community priority and set a long-term goal for the City to continue developing the Malden River as new open space. The action plan for implementation of the *OSRP* includes expansion of public access and improved open space through enhanced development requirements, such as new standards in the City's Zoning Ordinances and using the Chapter 91 process to create pathways.

Regional Context

Figure 3 shows the regional context of the Corridor. Situated east of the MBTA Orange Line and Haverhill Line Commuter Rail tracks, the upper portion of the Corridor is within a half mile (10-minute walking distance) of the Malden Center station, and the lower portion is within one mile (20-minute walking distance) of the Wellington station.

Recent development and sites under construction are placing pressure on this area to devote land targeted for job creation to residential uses. The City's goal is to expand and support industries with the potential to create higher-paying jobs for residents. Residential-only development would preclude the use of that land for economic development. Mixed-use developments with residential, restaurants, and retail were recently completed at Windsor at Oak Grove and Station Landing. Assembly Square, a mixed-use development with residential, restaurants, retail, and office uses, continues to undergo development. The Wynn Boston Harbor project is currently in development and is anticipated to include an upscale hotel, spa, and retail shops, as well as a casino and other entertainment facilities. RiverGreen, a proposed park and commercial space being

developed by Wynn Development near the Malden-Everett border, is constructing an associated RiverWalk. Medford's River's Edge development, which is adjacent to the Corridor, includes office and residential uses.

Existing Land Uses

The Corridor is situated along both sides of Commercial and Canal Streets, east of the MBTA Orange Line rail tracks, between the Malden Center station (north of the Corridor) and Wellington station (south of the Corridor). The Corridor is composed of a mix of uses, including retail, office, medical facilities, industrial, and some limited housing. Smaller commercial and retail uses are generally found within the northern portion of the Corridor. A small number of residential uses are in the southeastern portion. Medical facility and office uses are generally found throughout the central portion of the Corridor. The southern portion of the Corridor is generally made up of industrial, including the City of Malden DPW facility. The River's Edge development in Medford is immediately south of the Corridor.

OPEN SPACE

There is a minimal amount of formalized open space within the Corridor (Figure 4). Bell Rock Cemetery, the Northern Strand Community Trail, and portions of the Malden River Route are found in the southeastern portion, near the eastern edge, and the central portion of the Corridor, respectively. The largest of these spaces, Bell Rock Cemetery (3.0 acres), is listed on the National Register of Historic Places. The segment of the Northern Strand Community Trail within the Corridor connects Malden's downtown to Everett via a paved path for pedestrians and bicyclists. The Malden River Route joins the Corridor at Centre Street and Canal Street. It follows the river south along the concrete sidewalks of Canal Street to a short crushed-stone path south of 105 Canal Street (Anthony's of Malden), passing near the location where the Malden River daylights, and wraps around the Cambridge Health Alliance facility. From here, the route follows concrete sidewalks along Canal Street to Medford Street, crosses the Malden River, and continues south along Commercial Street to the south side of Little Creek in Medford.

As identified by the *Malden Master Plan*, a landscaped walkway providing public access to the Malden River was part of the Planning Board approval process for Plaza 88 at 184-188 Commercial Street. A site walk of current conditions, however, shows that the area and its landscaping is not maintained for public access. The vegetation is overgrown and blocks the view of the river. Signage regarding the pathway is poorly located and inadequate.

A few small neighborhood parks are located within Malden near the Corridor, including Green Street Park, Devir Playground, Callahan Park, and Macdonald Stadium. These minimally-landscaped areas include athletic facilities, play structures, and picnic benches.

The Northern Strand Community Trail connects the Corridor to RiverGreen, the former General Electric site, in Everett. This site contains an open space and is expected to be redeveloped to include a park and commercial mixed-use development.

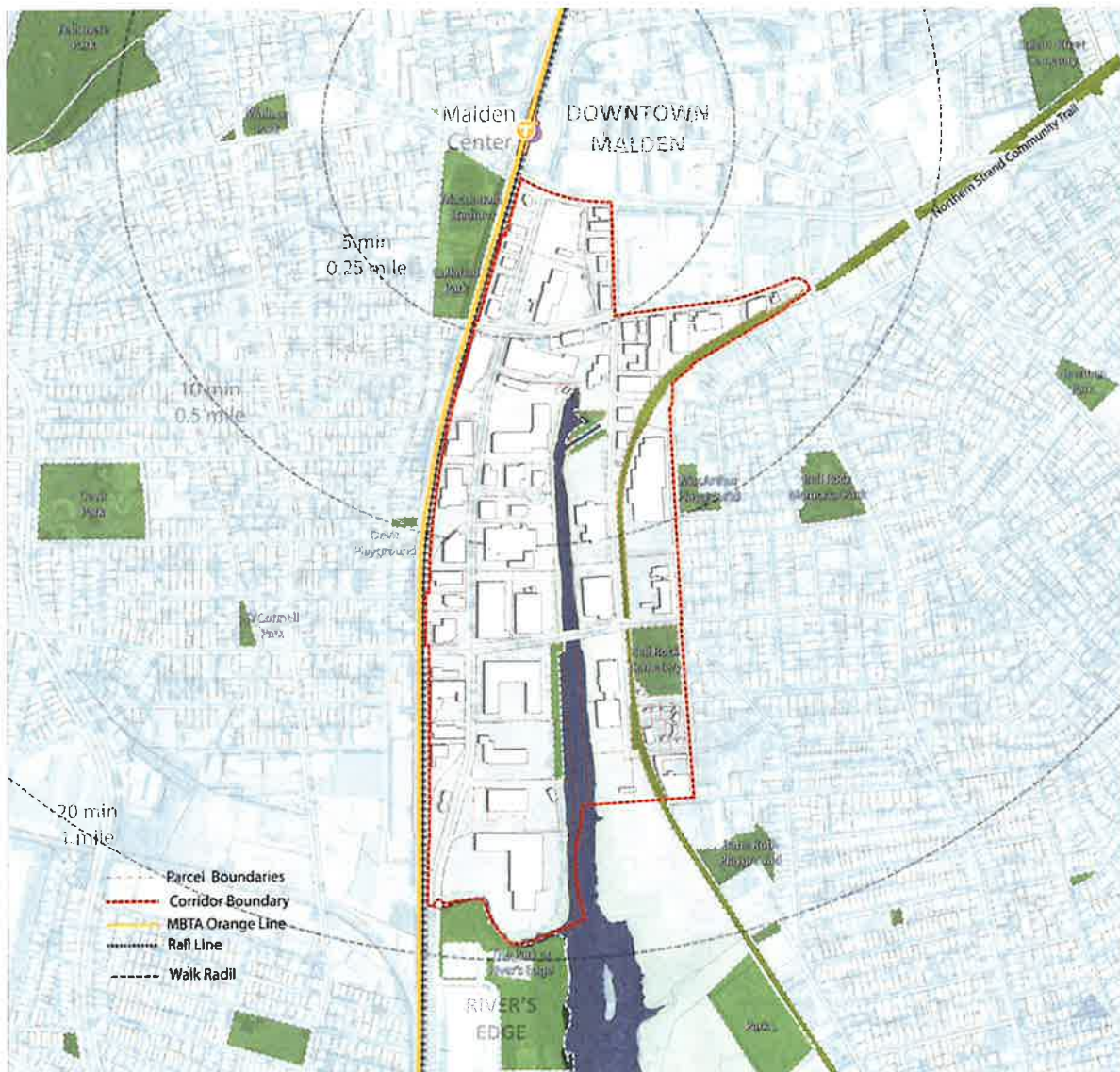


Figure 4: Formalized Open Space Near the Corridor

Physical Conditions

ROAD NETWORK

The road network in and around the Corridor provides excellent regional access (Figure 5). Centre Street/Route 60, which is defined as a principal arterial by the Massachusetts Department of Transportation, serves as a major East-West connection to the Corridor. Medford Street, a minor arterial, also provides east-west

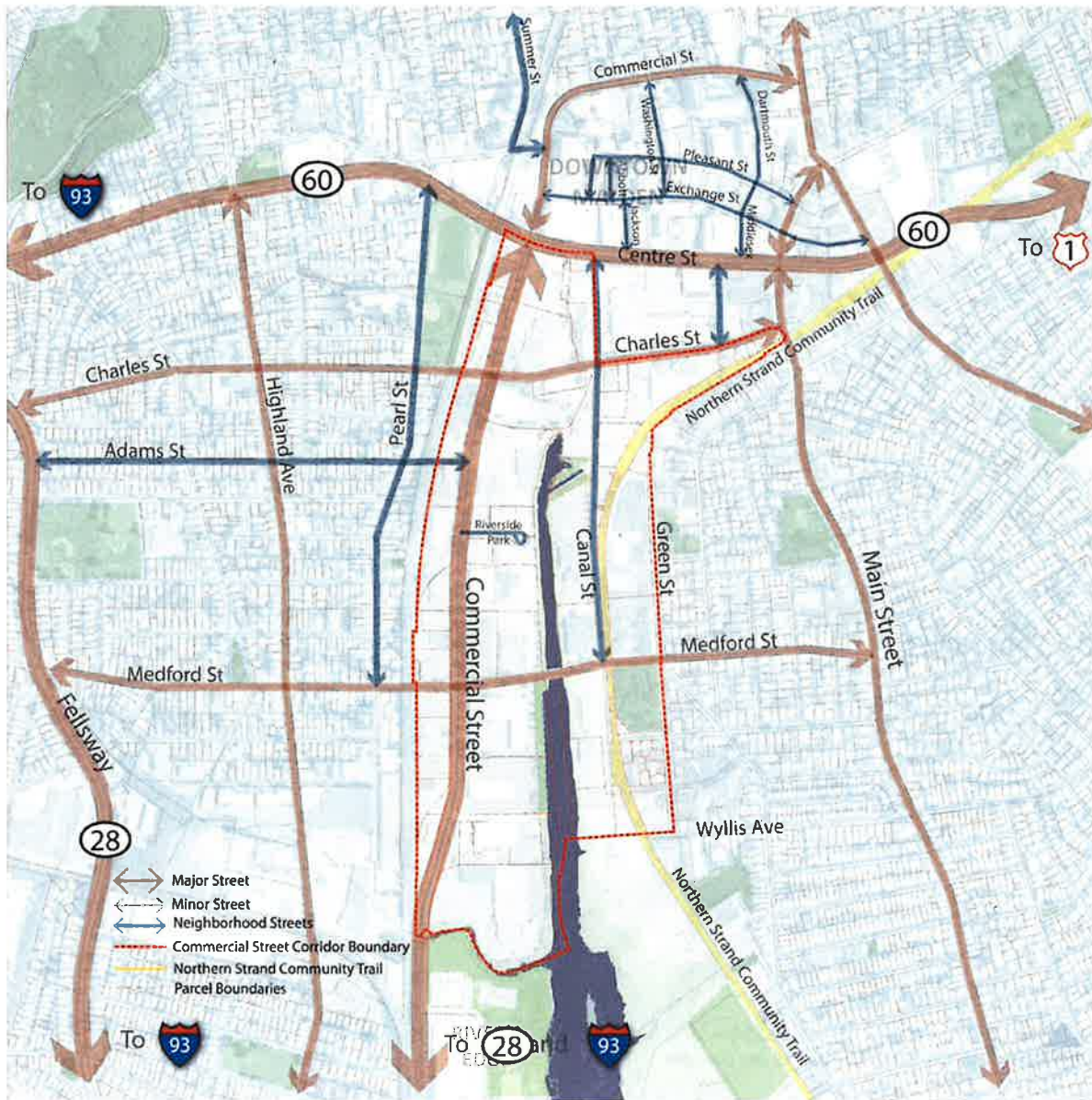


Figure 5: Road Network Near the Corridor

connections. North-South regional connections are offered by principal arterials the Fellsway/Route 28 and Main Street and minor arterials Highland Avenue and Commercial Street.

Feedback received from the focus group and public meetings include concerns regarding traffic congestion throughout Commercial Street, especially traffic approaching the intersection with Medford Street. It was also mentioned that commercial vehicles may be limited by the 12-foot, six-inch height of the Medford Street rail bridge.

PUBLIC TRANSPORTATION

Public transportation access is excellent within the northern portion of the Corridor. The Malden Center Orange Line/Haverhill Line MBTA Station and Busway is located adjacent to the Corridor, at the intersection of Commercial Street and Exchange Street. Figure 6 shows the Orange Line and Commuter rail tracks, as well as the buses operating near or within the Commercial Street area. The Corridor is located between Malden Center and Wellington Stations, but it takes approximately 34 minutes to walk between the two stations. Several bus lines operate out of the Malden Center Busway, including the 97, which travels within the Corridor on Commercial Street to Charles Street, then along Canal Street to Medford Street. There are no dedicated bus routes south of Charles Street along Commercial Street.



Figure 6: Public Transportation Near the Corridor

PEDESTRIAN ACCESS

Figure 7 shows the pedestrian access to the Corridor from adjacent neighborhoods, and the pathways for access to the Malden River. The MBTA rail tracks act as a barrier along most of the western border of the Corridor. Access from the Edgeworth neighborhood is only possible from Centre, Charles, Adams, and Medford Streets. There is good access from downtown Malden, along Commercial, Canal, Middlesex, and Main Streets. The Northern Strand Community Trail provides a continuous open space connection, however, most of the Trail within the Corridor has a fence, preventing access to the Corridor. Access from the Bellrock neighborhood is available at Main and Medford Streets, and along the Trail at Converse Avenue, Newman Road, and Wyllis Avenue.

Access to the Malden River is limited (see Figure 7). The National Grid parcel blocks access to the river in the southeastern portion of the Corridor. The industrial land uses with loading docks and parking lots on



Figure 7: Pedestrian Access to the Corridor

the parcels abutting the western bank of the river create an unattractive approach to the river. Some access is provided along disconnected crushed stone pathways that have lighting and occasional bench seating.

STREETSCAPE

The existing streetscape along Commercial Street is characterized by four zones: wide, transition, green, and opportunity (Figure 8). The wide zone, shown in Portion A in the figure, from the southern boundary of the Corridor to the DPW facility. This zone has buildings setback 40- to 150-feet from the street and a right of way width of 70-feet. The transition zone, shown in Portion B, extends from the DPW facility to Medford Street. This section begins with a right of way width of 70-feet and buildings setback 15- to 50-feet from the street and ends with a street width of 60- to 65-feet and buildings setback 12- to 50-feet. The green zone, shown in Portion C, extends from Medford Street to Charles Street and is characterized by more mature trees, buildings setback 12- to 35-feet from the street, and a street width of 60-feet. The opportunity zone, shown in Portion D, extends from Charles Street to Centre Street and has a street width of 60-feet. There is an inconsistent identity between the two sides of the street within the opportunity zone, with buildings setback between 20- to 135-feet from the street.

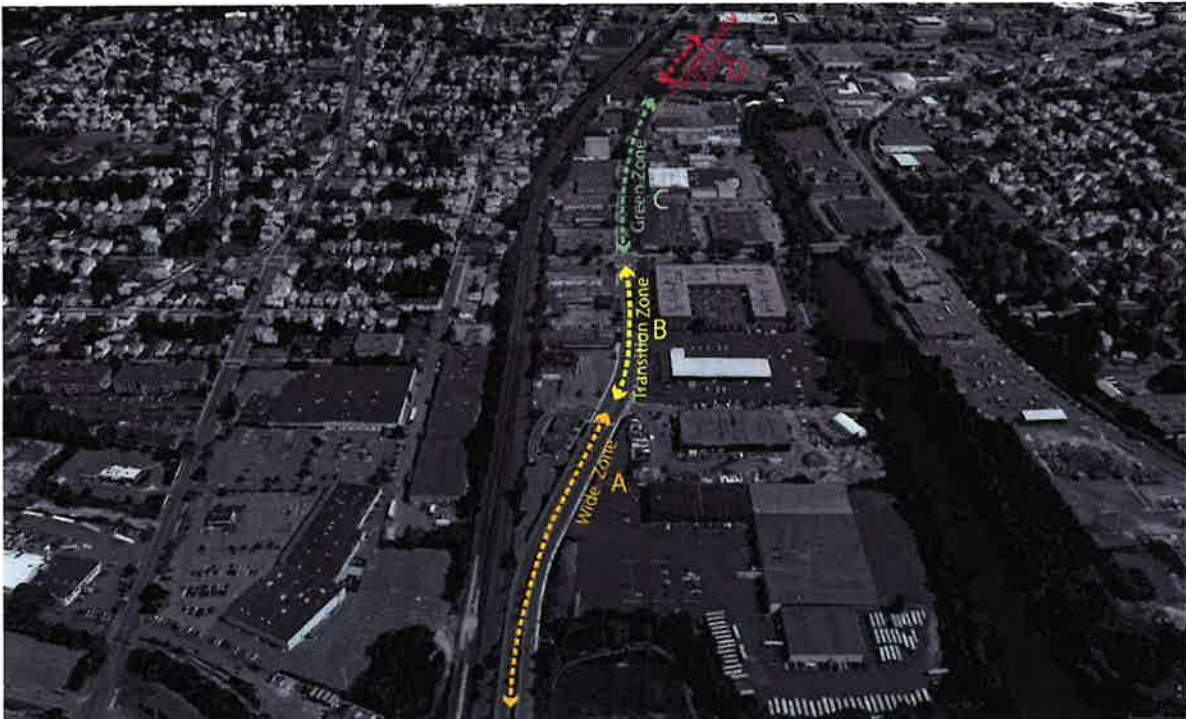


Figure 8: Commercial Street Streetscape Zones

The actual and perceived safety of pedestrians was noted several times in the focus group and public meetings. Several participants felt the area lacked sufficient lighting, the traffic traveled too quickly near the sidewalks, and the condition of the sidewalks created difficulty for wheelchairs, motorized scooters, and strollers. Sidewalks throughout the Corridor are located immediately next to the roadways.

HISTORIC USES

A significant number of manufacturing businesses historically operated along the Malden River. These industries included Malden & Melrose Gas Light Company, Converse Rubber Shoe Company, and Solvent Chemical Company. Figure 9 shows the location of some of these businesses in Malden and Everett, the historic location of the Malden River, and an overlay of current buildings.

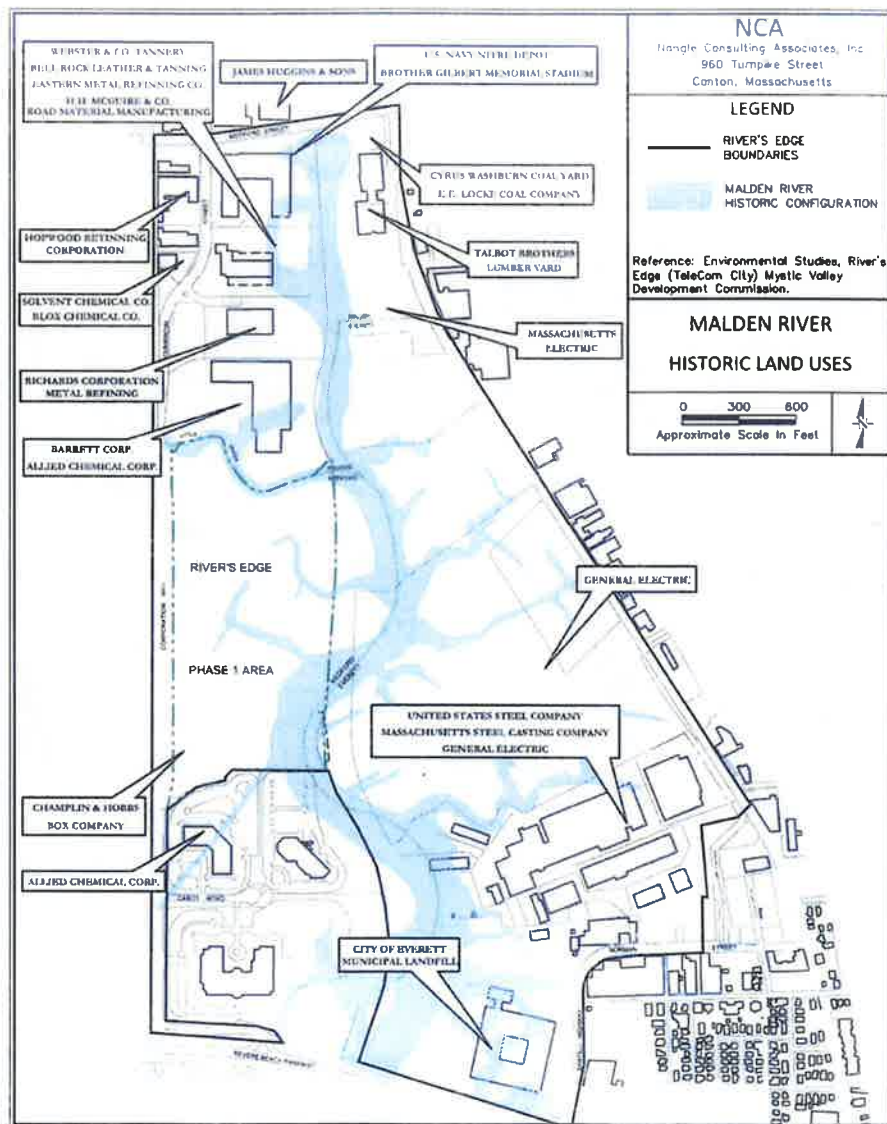


Figure 9: Historic Land Uses along the Malden River

Source: Nangle Consulting Associates, Inc.

ENVIRONMENTAL CONSTRAINTS

Many of the historical and some current industrial uses throughout the Corridor involve the use of contaminants, such as petroleum, coal tar, metals, and other chemicals. This resulted in some environmental impairment to the soils and water (see Figure 10). Such impairments do not preclude redevelopment, but the type and level of impairment, as well as potential exposure pathways, may restrict the permissible uses of a site. Mitigation of the impairment for specific uses is possible in most situations, however, associated costs must be factored into the cost of redevelopment.

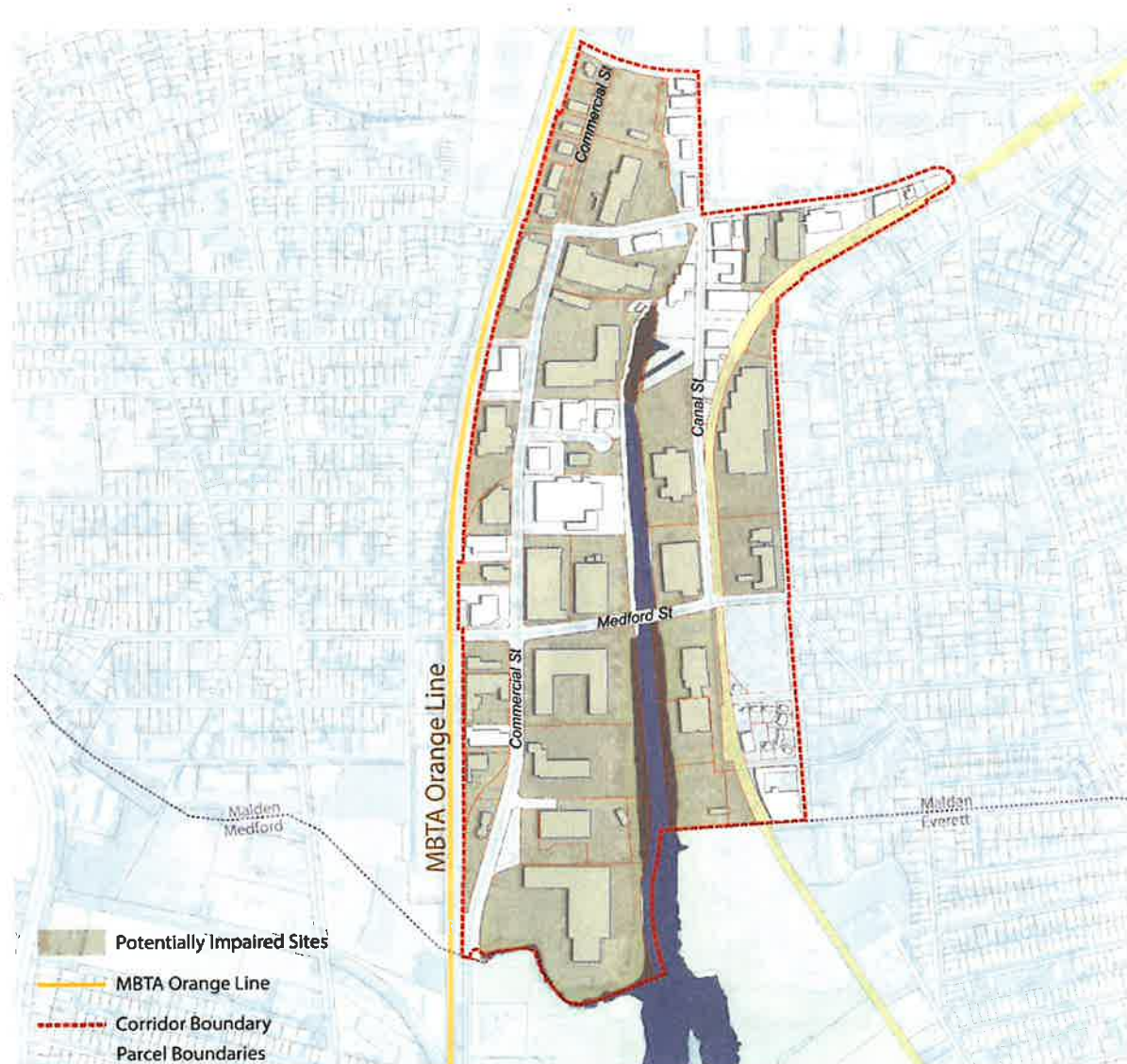


Figure 10: Potentially Impaired Parcels within the Corridor

STORMWATER

Untreated stormwater within the Corridor is a concern. As noted within the Malden Master Plan, the western half of Malden drains to the Malden River. Without proper physical and natural infrastructure, stormwater can easily enter the river, contributing to water quality and ecological impairment. Residents identified some locations of particular concern, including stormwater entering the river from the eastern portion of the Corridor and runoff from several large parking lots.

FLOOD HAZARD AREA

Flood hazard areas are those places identified as Special Flood Hazard Areas on the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM) where there is at least a 0.2 percent chance of flood occurring during any given year (often called a 500-year flood zone). Zones “A” and “AE” are areas with at least 1.0 percent chance of having a flood occur in any given year (often called a 100-year flood zone).

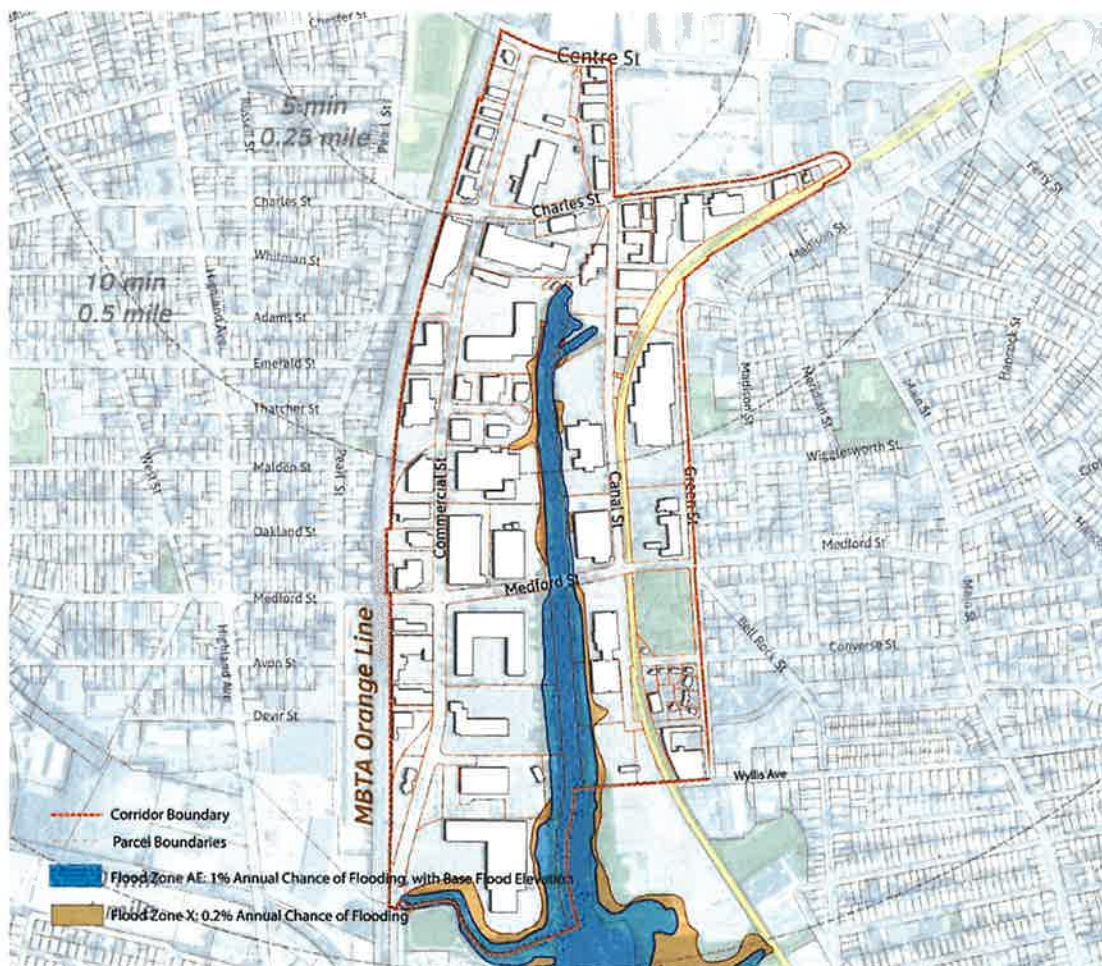


Figure 11: FEMA Flood Zones within the Corridor

Figure 11 shows that several parcels along the Malden River are within a flood zone. Those areas shaded in orange are within the 500-year flood zone, and the areas shaded in blue are within the 100-year flood zone, with base flood (a flood having a 1.0 percent chance of being equaled or exceeded in any given year) elevation.

Regulatory Conditions

ZONING

The City of Malden is divided into nine zoning districts (Table 1). In some instances, a zoning district contains subdistricts. For example, industrial districts are further distinguished as Industrial 1 and Industrial 2 districts. The only Reclamation and Redevelopment district within Malden is the Rowe's Quarry Reclamation and Redevelopment district.

Table 1: Malden Zoning Districts

Zoning District	Notation
Residence A	A
Residence B	B
Residence C	C
Residential Office	RO
Neighborhood Business	BN
Central Business	BC
Highway Business	BH
Industrial	I
Reclamation and Redevelopment	R(x)

The Corridor is composed of 101 parcels. Table 2 and Figure 12 show the zoning categorization of these parcels using data from the City's Zoning Map. Industrial 1 and 2 districts make up 87 percent of the Corridor's area. The Bell Rock Cemetery is categorized within the Residential A zoning district. The Corridor is adjacent to primarily residential zoning districts, although portions abut Highway Business, Central Business, and Residential Office zones.

Table 2: Zoning Districts within the Corridor

Zoning District	Count of Parcels	Total Land Area (Square Feet)	Total Land Area (Acres)
A	7	174,028	4.0
B	22	395,110	9.1
C	1	121,585	2.8
BC	3	15,655	0.4
I1	21	2,078,587	47.7
I2	47	2,613,107	60.6

Source: City of Malden Geographic Information System parcels

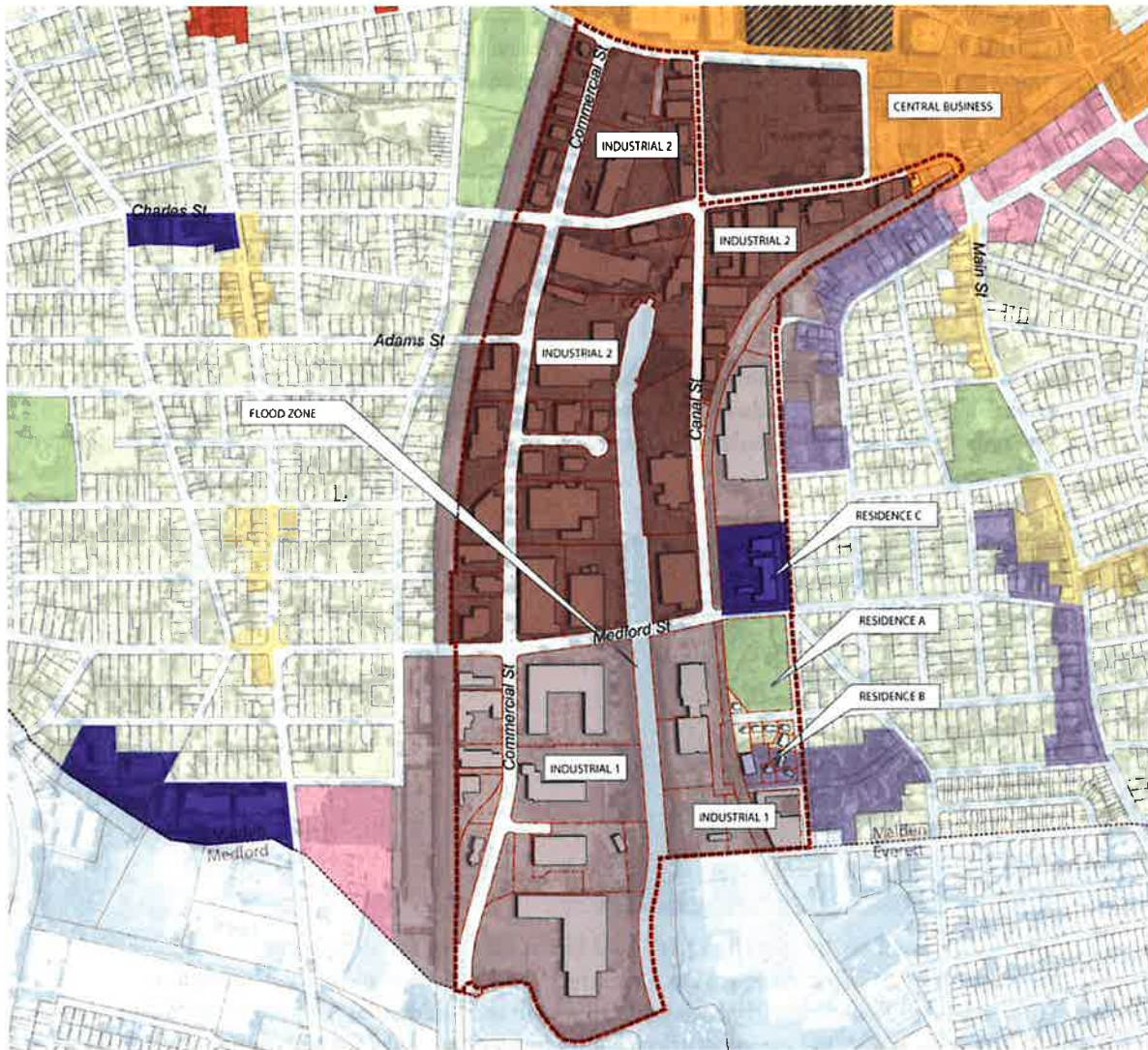


Figure 12: Zoning Districts within the Corridor

The City's Zoning Ordinances prescribe permissible uses within zoning districts. Dimensional standards are dependent on use. This is unusual, as dimensional standards are typically assigned to zoning districts, not specific uses. Dimensional standards for example uses are found in Table 3.

Some land uses are not allowed by right or special permit within the Industrial 1 or Industrial 2 zones. For example, residential, hospitals, motel-hotel, artist live/work space, and planned development uses are not permissible in either Industrial zoning district.

Table 3: Example Land Uses and Associated Dimensional Standards

Land Use	Lot Area (Square Feet)	Maximum Height	Minimum Parking Spaces (per 1,000 square feet of gross floor area)	T1	T2
Restaurant, All Other	5,000	30 feet/2 stories	1.2	Special Permit	Special Permit
General Retail Sales	10,000	30 feet/2 stories	4	Less than 5,000 square feet: Yes	Less than 5,000 square feet: Yes
				5,000 square feet or more: Special Permit	5,000 square feet or more: Special Permit
Offices, General	10,000	50 feet/4 stories		Yes	Yes
Manufacturing and Repair	20,000	50 feet/4 stories	1.2	Yes	Yes
Light Manufacturing	20,000	30 feet/2 stories	1.2	Special Permit	Special Permit
Research and Development	20,000	50 feet/4 stories	1.2	No	Yes
Motel-Hotel	20,000	50 feet/4 stories	1.2 per unit	No	No

Similar land uses, such as manufacturing and repair and light manufacturing, differ both by regulations for maximum height and the zoning district where they are allowed by right. In addition, the dimensional standards are less restrictive for more intensive industrial uses than for less intensive uses. Such discrepancies may prevent businesses from reusing existing buildings that would otherwise be suitable. The zoning does not assume the adaptive reuse of a building in this situation. In other words, a four-story building previously used for manufacturing could not be reused for light manufacturing under this zoning; light manufacturing is only allowed in a building with two stories.

The treatment of land uses by permitting process is not consistent across the zones. For example, manufacturing is an as-of-right use, while light manufacturing requires a special permit. Other uses that might be compatible, such as research and development, are allowed in one zoning district, but not the other. The inability to operate a particular business by right or receive a special permit within the Industrial 1 zone versus Industrial 2 zone may hinder redevelopment within the Corridor.

Dimensional standards are also determined by land use, which may affect the redevelopment and reuse of existing buildings if developers are unable to locate suitable sites. For example, research and development uses are allowed 50-feet or four stories. However, research and development laboratories typically need 14- to 16-feet per floor, so the zoning limits building massing to three floors. Manufacturing can have 50-feet or five stories, while light manufacturing is limited to 30-feet and two stories. A light manufacturing use could not fill an empty five-story building that previously contained a manufacturing use without a variance.

MASSACHUSETTS GENERAL LAWS, CHAPTER 91

The Massachusetts Public Waterfront Act, also referred to as Massachusetts General Laws (M.G.L.) Chapter 91, governs public access to certain waterways in Massachusetts. Such waterways include some filled and currently submerged land of formerly tidal rivers, such as the Malden River. Chapter 91 jurisdiction applies to parcels or portions of parcels with filled tidelands, which are defined as the land seaward of the historic high-water mark. Figure 13 shows the historical location of the Malden River and areas under Chapter 91 jurisdiction within the Corridor.



Figure 13: Historic Location of the Malden River

The ability to develop or redevelop is affected by this condition. Areas under Chapter 91 jurisdiction may be grandfathered if they are unchanged since 1984, all other areas must apply to the MassDEP for authorization (i.e., a Chapter 91 license) for new construction, new uses, or substantial changes to existing construction or uses. The application process depends on whether the use is water-dependent or non-water-dependent. Non-water-dependent projects must have interior space for Facilities of Public Accommodation, where access is granted to all members of the public. In recent revisions, this regulation has been relaxed to include Facilities of Limited Public Accommodation as a temporary measure.

MALDEN REDEVELOPMENT AUTHORITY

The Malden Redevelopment Authority (MRA) exists under M.G.L. Chapter 121B, §1, et seq. The MRA possesses the powers of an “operating agency” under section 11 of M.G.L. c. 121B and additional powers as an “urban renewal agency” under sections 9, and 45 through 57 of the same chapter. The MRA is an independent body politic and corporate. It is not a City agency.

As an urban renewal agency, the MRA plans and implements redevelopment and revitalization projects in its effort to eliminate blight, create employment opportunities, increase tax revenues to the City, and create market rate and affordable housing opportunities in the city’s neighborhoods and commercial centers. The MRA’s broad development capabilities include the ability to undertake a development project of its own or partner with a developer, dispose of land it owns to a developer and control the development with a Land Disposition Agreement, issue bonds, assemble parcels, accept gifts and grants, and lease land and/or buildings.



What are Facilities of Public Accommodation?

Facilities of Public Accommodation (FPAs) are facilities in which “goods or services are made available directly to the public on a regular basis, or at which the advantages of use are otherwise open on essentially equal terms to the public at large.” Examples include restaurants, retail stores, hotels, cultural institutions, open spaces, and pedestrian walkways.

Source: 310 CMR 9.00: Waterways.

SECTION II: ECONOMIC ANALYSIS AND RECOMMENDATIONS

Economic Conditions

OWNERSHIP

Of the 57 owners within the Corridor, four each own more than five acres:

- Combined Properties (28.3 acres)
- National Grid (14.6 acres)
- Piantedosi Baking (6.6 acres)
- Stag Industries (5.3 acres)

National Grid owns several parcels and primarily conducts operations on two large sites (which are composed of multiple parcels): one in the northern portion of the Corridor on Commercial Street, and one in the southern portion on Medford Street. Piantedosi Baking's two parcels are used for food manufacturing and associated office space (see Figure 14). Additional information regarding the ownership of the Corridor's parcels follows.

The groupings of ownership by owner-operators, investor-operators, and utilities/institutions shown in Figure 14 have implications for future development within the Corridor. Owner-operators (shown in shades of blue) are firms that own land, conduct business on that land, and are typically long-term stakeholders in the community. Investor-operators (shown in shades of pink) own property and derive rental income from leasing the space to businesses. Utilities/institutions (shown in shades of red), such as National Grid or the MRA, own parcels of strategic importance to the respective institutions.

Combined Properties and Stag Industries are investor-operators that own property and derive rental income from leasing the space to businesses. Their parcels are used for several purposes, including healthcare, office space, and manufacturing for the aerospace industry. Some spaces controlled by these investor-operators are currently vacant commercial and industrial buildings.

While owner-operators' business plans usually require that they operate from a specific location, they can move to a different location if their business strategy or the overall economic environment changes. Investor-operators have outside tenants with long-term leases (five-, seven-, or 10-years, typically with options to renew). These investors might be inclined to redevelop their property if potential future rents associated with renovation or construction are large enough to justify the redevelopment cost. The parcels owned by utilities/

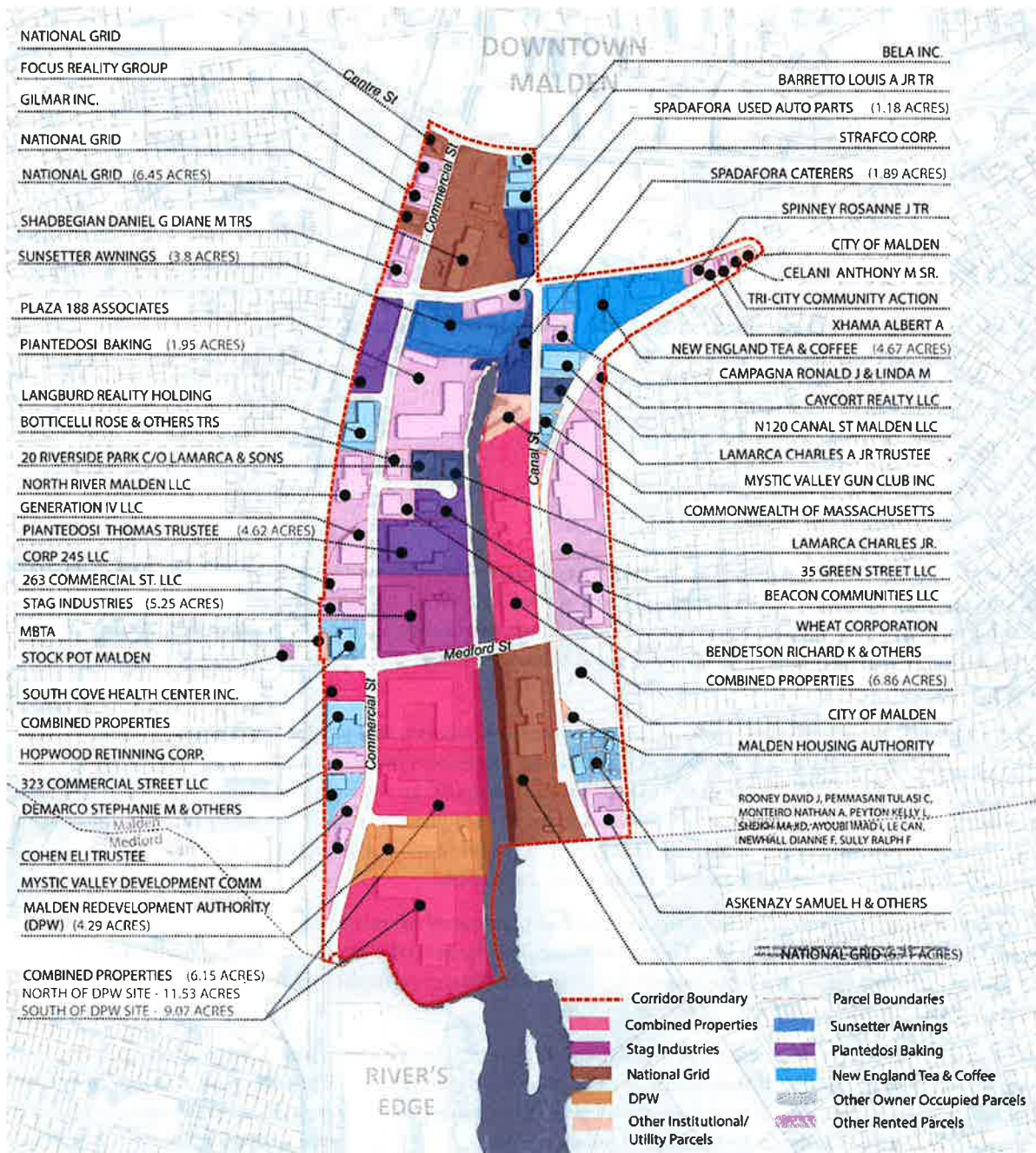


Figure 14: Ownership Pattern within the Corridor

institutions may become available for redevelopment due to changes in the underlying technology and resulting changes in the business model.

COMMERCIAL STREET CORRIDOR BUSINESS PROFILE

There are over 2,200 businesses in Malden, employing over 17,000 people. Most jobs in Malden are in the service providing industries, such as health care, education, professional services, and accommodation food services. The Corridor is a significant business and employment center in Malden. It accounts for five percent of all businesses and 12 percent of all jobs in Malden. There are 100 businesses located in the Corridor, employing 2,135 people (Figure 15).¹ Businesses in the Corridor are larger compared to the rest of Malden's businesses in terms of annual revenue and number of employees. On average, businesses within the Corridor have annual revenues of \$3.1 million and 21 employees, compared to an average of \$0.6 million and seven employees for the rest of Malden's businesses.²



Figure 15: Businesses and Jobs in the Corridor and Malden
Source: Dun & Bradstreet Hoover's Database, 2017; ICIC analysis

The Initiative for a Competitive Inner City (ICIC) completed an analysis of Malden and the surrounding region's industry clusters to identify a set of clusters to prioritize as part of this *Framework Plan*. This analysis provides a starting point for a targeted approach to support business attraction, retention, and expansion in the Corridor to enhance job creation.

Cluster Analysis

CLUSTER IDENTIFICATION CRITERIA

To identify clusters relevant to the Corridor, cluster employment and business data was analyzed in three geographies: Malden, the five municipalities surrounding Malden (Chelsea, Everett, Medford, Revere and Somerville), and the Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area (MSA). This analysis drew upon a set of standardized cluster definitions defined by the U.S. Cluster Mapping Initiative, a project led by Harvard Business School's Institute for Strategy and Competitiveness, coupled with 2010-2014 employment and business data from the U.S. Census Bureau ZIP and County Business Patterns. Clusters were prioritized according to:

¹ ICIC analysis using 2017 Dun and Bradstreet Hoover's Database for all businesses in the Corridor and city of Malden.

² ICIC analysis using 2017 Dun and Bradstreet Hoover's Database for all businesses in the Corridor and city of Malden. Rest of Malden is defined as the city of Malden, excluding the Corridor.

- Strength of the cluster in Malden, the five adjacent municipalities, and the Boston-Cambridge-Newton MSA³
- Cluster employment growth between 2010 and 2014 in Malden
- Education requirements for each cluster
- Annual wages

The team identified clusters that experienced recent growth and provide above average wages for a variety of skill types (Figure 16). Using 2017 employment and business data from Dun and Bradstreet's Hoovers Database, an analysis of current businesses within the Corridor was completed to identify the number of businesses and jobs in the Corridor for each cluster.

Primary selection criteria:

Cluster Strength	High employment specialization (i.e., $LQ > 1$) in Malden and Boston MSA High employment specialization in more than one adjacent municipality* and Boston MSA
-------------------------	--

Secondary selection criteria:

Growth	Employment growth between 2010 and 2014 in Malden
Equity	50 percent or less of jobs require less than a Bachelor's degree Higher annual wage than regional average (\$64,950)

Note: Adjacent municipalities include Chelsea, Everett, Medford, Revere, and Somerville. Cluster "strength" is measured using Location Quotients (LQs). LQ measures the specialization or concentration of a cluster in a particular location (e.g., municipality) relative to the U.S. average. LQ is calculated as the share of total (traded or local) employment in the cluster in the specific municipality divided by the share of total U.S. (traded or local) employment in the national cluster. "Strong" clusters are defined as clusters with an LQ greater than one. Traded clusters primarily serve markets in other regions or nations and are geographically concentrated in certain regions. Local clusters sell products and services primarily to local markets and are located in every region.

Figure 16: Cluster Selection Criteria

³ Cluster "strength" is measured using Location Quotients (LQs). LQ measures the specialization or concentration of a cluster in a particular location (e.g., municipality) relative to the U.S. average. LQ is calculated as the share of total (traded or local) employment in the cluster in the specific municipality divided by the share of total U.S. (traded or local) employment in the national cluster. "Strong" clusters are defined as clusters with an LQ greater than one. Traded clusters primarily serve markets in other regions or nations and are geographically concentrated in certain regions. Local clusters sell products and services primarily to local markets and are located in every region.

RECOMMENDED CLUSTERS TO PRIORITIZE

The baseline cluster analysis identified an initial set of seven clusters that are strong in Malden and the surrounding region. The focus was to evaluate this initial set of clusters based on their potential for growth in the Corridor and correlate the set with the Corridor's current and proposed land use conditions. The goal of this evaluation was to narrow that set to a smaller number of priority clusters for future economic development efforts.

Five clusters represent strong clusters in Malden and the Boston-Cambridge-Newton MSA (see Table 4): Aerospace Vehicles and Defense, Local Education and Training, Local Food and Beverage Processing and Distribution, Local Personal Services (Non-Medical), and Local Utilities.

Table 4: Clusters with High Employment Specialization in Malden and Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area

Cluster	Malden Employment (2014)	Employment Growth, % Change (2010-2014)	Percentage of Jobs Requiring Less Than a Bachelor's Degree	Average Annual Wage
Aerospace Vehicles and Defense	247	16%	61%	\$88,188
Local Education and Training	484	8%	49%	\$38,013
Local Food and Beverage Processing and Distribution	773	-11%	84%	\$26,527
Local Personal Services (Non-Medical)	370	-4%	73%	\$26,276
Local Utilities	968	-4%	68%	\$72,321

Note: Highlighted cells denote clusters with employment growth between 2010 and 2014 in Malden, clusters where 50 percent or fewer jobs require less than a Bachelor's degree, or clusters that offer higher annual wages compared to the regional average (\$64,950). Regional average wage is for the Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area.

Source: U.S. Census Bureau ZIP and County Business Patterns, 2010-2014; U.S. Bureau of Labor Statistics, Occupational Employment Survey and Employment Projections Program, 2014; Dun & Bradstreet Hoover's Database, 2017; U.S. Cluster Mapping 2014 Benchmark Definitions (Delgado, Porter, Stern, 2013); ICIC analysis

Local Health Services and Medical Devices represent strong clusters in more than one surrounding municipality and the Boston-Cambridge-Newton MSA, but are not strong in Malden. These are two clusters with a strong regional presence with the potential to emerge in Malden. Local Education and Training, Local Food and Beverage Processing and Distribution, and Local Personal Services (Non-Medical) are strong clusters in Malden, more than one surrounding municipality, and the Boston-Cambridge-Newton MSA (see Table 5). A description of each cluster is provided below.⁴

⁴ Descriptions of each clusters are based on the U.S. Cluster Mapping Initiative's cluster definitions (see: Mercedes Delgado, Michael E. Porter, and Scott Stern, "Defining Clusters of Related Industries" (U.S. Cluster Mapping, 2014).

Table 5: Clusters with High Employment Specialization in More than One Adjacent City and Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area

Cluster	Number of Cities Where "Strong"	Cities Where "Strong"	Malden Employment (2014)	Employment Growth (2010-2014)	Percentage of Jobs Requiring Less Than a Bachelor's Degree	Average Annual Wage
Local Education and Training	4	Chelsea, Revere, Everett, Malden	484	8%	43%	\$38,013
Local Food and Beverage Processing and Distribution	6	Chelsea, Everett, Malden, Medford, Revere, Somerville	773	-11%	84%	\$26,527
Local Health Services	2	Chelsea, Medford	7,635	3%	64%	\$58,483
Local Personal Services (Non-Medical)	3	Malden, Medford, Somerville	370	-4%	73%	\$26,276
Medical Devices	2	Everett, Revere	1	N/A	74%	\$74,950

Note: Highlighted cells denote clusters with employment growth between 2010 and 2014 in Malden, clusters where 50 percent or fewer jobs require less than a Bachelor's degree, or clusters that offer higher annual wages compared to the regional average (\$64,950). Regional average wage is for the Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area.

Source: U.S. Census Bureau ZIP and County Business Patterns, 2010-2014; U.S. Bureau of Labor Statistics, Occupational Employment Survey and Employment Projections Program, 2014; Dun & Bradstreet Hoover's Database, 2017; U.S. Cluster Mapping 2014 Benchmark Definitions (Delgado, Porter, Stern, 2013); ICIC analysis

These seven clusters were pared down to a final recommendation of four clusters to prioritize based on their specific potential for future growth in the Corridor and how well each matched the current and proposed land use conditions within the Corridor. These four recommended clusters were Aerospace Vehicles and Defense, Local Food and Beverage Processing and Distribution, Local Health Services, and Medical Devices. Additional insights were taken from the two focus group meetings, two public meetings, a survey of businesses within the Corridor, and individual interviews with businesses. Supporting current businesses in the Corridor (independent of cluster strength) and attracting local amenities, including the Local Personal Services (Non-Medical) cluster and the retail and hospitality industries, were identified as priorities by the focus groups, public meetings and interviews.

Cluster Descriptions and Opportunities

AEROSPACE VEHICLES AND DEFENSE

The Aerospace Vehicles and Defense cluster includes businesses that manufacture aircrafts, space vehicles, guided missiles, and related parts. This cluster also contains businesses that manufacture the necessary search and navigation equipment used by these products. Examples of businesses in the Aerospace Vehicles and Defense cluster located in Malden include Paradigm Precision and Top Flight Technologies. The cluster grew 16 percent in Malden between 2010 and 2014. Typically, jobs in the cluster pay higher than average wages with modest educational requirements. The average annual wage for the Aerospace Vehicles and Defense cluster is \$88,188 and 61 percent of jobs require less than a Bachelor's degree (Table 4). The cluster has a relatively small business presence in the Corridor (with only one business), but is a significant job source as this one business employs 145 people (Table 3). Insights from focus groups, public meetings, and interviews suggest that modest opportunities exist to expand the Aerospace Vehicles and Defense cluster in the Corridor due to the cluster's relatively small presence in Malden and the surrounding region in terms of number of businesses. The most likely scenario identified to grow this cluster in the Corridor is through the expansion of research and development and light manufacturing facilities. Current zoning regulations present a barrier in expanding these types of facilities in the Corridor, with research and development and light manufacturing being prohibited or allowed by special permit in portions of the Study Area. Zoning changes would enhance further growth of the Aerospace Vehicles and Defense cluster in the Corridor. In addition, zoning changes would also support a broad range of industries reliant on research and development and light industrial space for prototyping, developing and manufacturing products, including the Medical Devices cluster (discussed below) and other high-tech industries.

What is an industry cluster?

Industry clusters include closely related and interconnected industries operating within a specific geography. The companies operating within a cluster are connected by shared linkages, including workforce, supply chains, customers or technologies, and reflect the unique assets and core competencies of a given region that create unique competitive advantages for certain industries.¹ The co-location of businesses into clusters increases the productivity of companies in the area, drives innovation, and stimulates the formation of new businesses and job creation.² Clusters can further catalyze economic growth by providing a framework for organizing disparate local and regional public policies and investments directed at economic development.³

¹ Mercedes Delgado, Michael E. Porter, and Scott Stern, "Defining Clusters of Related Industries" (U.S. Cluster Mapping, 2014).

² Mercedes Delgado, Michael E. Porter, and Scott Stern, "Clusters and Entrepreneurship," *Journal of Economic Geography* 10, no. 4 (2010): 495–518; Mercedes Delgado, Michael E. Porter, and Scott Stern, "Clusters, Convergence, and Economic Performance," NBER Working Paper (Cambridge, MA: National Bureau of Economic Research, 2012); Adrian TH Kuah, "Cluster Theory and Practice: Advantages for the Small Business Locating in a Vibrant Cluster," *Journal of Research in Marketing and Entrepreneurship* 4, no. 3 (2002): 206–28.

³ Kimberly Zeuli, Kathleen O'Shea, and Austin Nijhuis, "Building Strong Clusters for Strong Urban Economies: Insights for City Leaders from Four Case Studies in the U.S." (Boston, MA: Initiative for a Competitive Inner City, June 2017).

LOCAL EDUCATION AND TRAINING

The Local Education and Training cluster includes local educational institutions, including schools for elementary and secondary education, technical and vocational training, fine arts instruction, and automobile driving. The cluster grew eight percent in Malden between 2010 and 2014. Typically, jobs in the cluster pay lower than average wages with modest educational requirements. The average annual wage for the Local Education and Training cluster is \$38,013 and 49 percent of jobs require less than a Bachelor's degree (Table 4). There are no businesses in the Local Education and Training cluster currently located in the Corridor. Insights from focus groups, public meetings, and interviews suggest that there are minimal opportunities to expand the Local Education and Training cluster because of limited establishment (e.g., public elementary and secondary schools) and job growth opportunities and incompatibilities with current and future land use conditions.

LOCAL FOOD AND BEVERAGE PROCESSING AND DISTRIBUTION

The Food and Beverage Processing and Distribution cluster includes businesses that primarily sell food and beverages at the wholesale and retail levels. Products include meat, seafood, fruit and vegetables, general groceries, tobacco, alcoholic beverages, and specialty foods. The cluster also includes related distribution methods such as vending and direct selling. Examples of businesses in the Local Food and Beverage Processing and Distribution cluster located in Malden include Hoff's Bakery, La Marca & Sons, and Piantedosi Baking Company. Food processing and manufacturing has a long history in the Corridor, with New England Coffee and Piantedosi Baking Company moving into the Corridor in the 1960s and 1970s. More recently, Idle Hands Craft Ales opened a taproom and brewery in 2016. The cluster declined 11 percent in Malden between 2010 and 2014. On average, jobs in the cluster pay lower than average wages with low educational requirements. The average annual wage for the Local Food and Beverage Processing and Distribution cluster is \$26,527 and 84 percent of jobs require less than a Bachelor's degree (Table 4). The Local Food and Beverage Processing and Distribution cluster is a significant presence in the Corridor with 12 businesses employing 312 people (Table 6). Insights from focus groups, public meetings, and interviews suggest that this cluster has the greatest opportunity to expand because of strong local and regional demand, growing consumer demand for locally manufactured and "craft" food products, proximity to wholesale and retail customers, affordable rent and real estate compared to Boston, and compatibility with current land use conditions. In addition, the cluster could support related industries, such as restaurants, cafés and other hospitality industries. Current barriers to supporting the growth of this cluster include environmental impairments (i.e., brownfields), traffic concerns for commercial delivery vehicles, and lack of available manufacturing, wholesale and retail space.



Figure 17: Piantedosi Baking Co.

LOCAL HEALTH SERVICES

Businesses in the Local Health Services cluster include local health care establishments and services such as hospitals, medical laboratories, home and residential care, and funeral services and crematories. This cluster also includes pharmacies and optical goods retail stores. The cluster grew three percent in Malden between 2010 and 2014. Typically, jobs in the cluster pay slightly below average wages with modest educational requirements. The average annual wage for the Local Health Services cluster is \$58,483 and 64 percent of jobs require less than a Bachelor's degree (Table 5).

The cluster has a modest presence in the Corridor with 12 businesses employing 52 people (Table 6). In June 2017, South Cove Community Health Center began remodeling a new clinic at 277 Commercial Street, the location of the former Malden Evening News. In addition, adult day health care centers have opened throughout the Corridor. The influx of adult day health care centers has been attributed to an update in the City's Zoning Ordinances that allows for adult day health care centers in industrial zones by special permit.

In June 2017, North Shore Haitian Adult Day Health opened at 263 Commercial Street, serving 125 individuals and staffed with approximately 30 employees. Insights from focus groups, public meetings, and interviews suggest opportunities exist to expand the Local Health Services cluster in the Corridor due to the proximity to customers living in Malden and surrounding municipalities and recent expansion in health care facilities and growing employment in the Corridor. Barriers to the growth of this cluster in the Corridor were the lack of parking near health service facilities and public transportation access. The most likely scenario to grow this cluster in the Corridor is through the expansion of commercial or mixed-use residential and commercial space. Development scenarios should consider improving parking and public transportation access to support the growth of this cluster.



Figure 18: Cambridge Health Alliance (CHA) Malden Family Medical Center

LOCAL PERSONAL SERVICES (NON-MEDICAL)

Businesses in the Local Personal Services (Non-Medical) cluster provide personal services including self-service laundry, hair care, photofinishing, repair services, and child care. This cluster also contains pet stores and retail stores for certain personal merchandise such as cosmetics. The cluster declined four percent in Malden between 2010 and 2014. Typically, jobs in the cluster pay lower than average wages with low educational requirements. The average annual wage for the Local Personal Services (Non-Medical) cluster is \$26,276 and 73 percent of jobs require less than a Bachelor's degree (Table 5). There are no businesses in the Local Personal Services (Non-Medical) cluster located in the Corridor. Insights from focus groups, public meetings, and interviews suggest that the growth of this cluster and related amenities, including the retail and hospitality industries would support the attraction and retention of new businesses, employees, and customers into the Corridor. The most likely scenario to grow this cluster in the Corridor is the expansion of commercial or mixed-use residential and commercial space.

LOCAL UTILITIES

Businesses in the Local Utilities cluster provide local communications services, energy distribution, and sanitary services for sewage and waste treatment. Examples of businesses in the Local Utilities cluster located in Malden include Comcast, Accurate Environmental, and a handful of oil and gas distribution companies. The cluster declined four percent in Malden between 2010 and 2014. Typically, jobs in the cluster pay higher than average wages with modest educational requirements. The average annual wage for the Local Utilities cluster is \$72,321 and 68 percent of jobs require less than a Bachelor's degree (Table 4). The cluster is a relatively small presence in the Corridor (with only one business), but is a relatively significant job source (71 employees). Insights from focus groups, public meetings, and interviews suggest that few opportunities exist to expand the Local Utilities cluster in the Corridor in terms of businesses and job creation.

MEDICAL DEVICES

Businesses in the Medical Device cluster primarily manufacture surgical, medical, dental, optical, ophthalmic, and veterinary instruments and supplies. One business in the Medical Devices cluster opened in Malden between 2010 and 2014. Typically, jobs in the cluster pay higher than average wages with low educational requirements. The average annual wage for the Medical Devices cluster is \$74,950 and 74 percent of jobs require less than a Bachelor's degree (Table 5). There are no businesses in the Medical Devices cluster currently located in the Corridor. Insights from focus groups, public meetings, and interviews suggest that opportunities exist to expand the Medical Devices cluster in the Corridor due to the cluster's regional strength, recent growth in the related Local Health Services cluster in the Corridor, relatively affordable rent and real estate compared to the surrounding region, and proximity to research universities. The most likely scenario identified to grow this cluster in the Corridor is through the expansion of research and development facilities. In addition, the cluster could be supported by improved collaboration with nearby universities and expanded public transportation access. Zoning changes are necessary to allow research and development and light manufacturing throughout the Corridor in order to grow the Medical Devices cluster.

Table 6: Market Analysis of the Corridor

Cluster	Number of Businesses	Employment
TRADED CLUSTER		
Aerospace Vehicles and Defense	1	145
Business Services	3	5
Distribution and Electronic Commerce	10	102
Electric Power Generation and Transmission	2	110
Financial Services	2	13
Food Processing and Manufacturing	1	20
Hospitality and Tourism	1	1
Leather and Related Products	1	73
Lighting and Electrical Equipment	2	81
Transportation and Logistics	1	55
Upstream Metal Manufacturing	1	13
LOCAL CLUSTERS		
Local Commercial Services	3	318
Local Community and Civic Organizations	4	224
Local Entertainment and Media	1	20
Local Financial Services	2	15
Local Food and Beverage Processing and Distribution	12	312
Local Health Services	12	52
Local Hospitality Establishments	3	48
Local Industrial Products and Services	1	30
Local Logistical Services	2	135
Local Motor Vehicle Products and Services	14	113
Local Personal Services (Non-Medical)	2	4
Local Real Estate, Construction, and Development	17	168
Local Retailing of Clothing and General Merchandise	1	7
Local Utilities	1	71

Source: Dun & Bradstreet Hoover's Database, 2017; U.S. Cluster Mapping 2014 Benchmark Definitions (Delgado, Porter, Stern, 2013); ICIC analysis

Recommendations: Employment and Businesses

Research and analyses of current economic and physical conditions, feedback from the community members and businesses who participated in focus group meetings, public meetings, and surveys, in-depth interviews with businesses and responses to a business-specific survey informed the recommendations for supporting new employment opportunities and business attraction and retention. The land use, infrastructure, public access and other placemaking recommendations included throughout *Section III: Recommendations*, as well as additional economic development actions, can support new employment opportunities and business attraction and retention in the Corridor. This section connects the recommendations of *Section III* to supporting employment and businesses attraction and retention in the Corridor and recommends additional economic development actions.

The Corridor has a number of assets that make it a competitive place for businesses to locate. Businesses cited the Corridor's location, access to customers, and relatively affordable rents and property taxes as some of Corridor advantages. The City of Malden can build on these assets by marketing the Corridor to potential businesses and customers, working with businesses and real estate brokers to identify space for businesses in the prioritized clusters and industries, and identifying and marketing incentives available from the City of Malden and/or Commonwealth of Massachusetts to attract and retain businesses in the Corridor. The City of Malden, MRA, and business owners can develop a "Made in Malden" program marketing products made within the Corridor. In addition, the City of Malden can explore opportunities to invest in public space improvements to brand the Corridor and showcase Corridor businesses. Recommendations from this *Framework Plan* should further be integrated into a citywide economic development strategy that maximizes Malden's opportunities for employment and business attraction and retention.

The cluster analysis and feedback received from the focus group and public meetings suggest that the Aerospace Vehicles and Defense, Local Food and Beverage Processing and Distribution, Local Health Services, and Medical Devices clusters have the greatest potential to create new employment and business opportunities in the Corridor. These clusters represent local and regional strengths, align with the existing land uses and profile of industries in the Corridor, and offer a variety of job opportunities. In addition, supporting current businesses located in the Corridor and attracting local amenities should be prioritized. The identified clusters, current businesses, and local amenities are integrated into the proposed land uses within the Corridor.

The impact of recent and proposed development projects adjacent to the Corridor were also factored into proposed land uses. Adjacent development projects expect increases in residents office, and research and development space nearby (Assembly Row in Somerville and River's Edge in Medford)⁵ and increased local spending in tourism (e.g., lodging, shopping, entertainment, and restaurants) in the area (Wynn Boston Harbor in Everett).⁶

The office, restaurant, and retail land uses proposed for the businesses in the northern portion of the Corridor (Subarea A in Figure 14) would serve as a transitional area between downtown and the Corridor. The proximity to the MBTA station and Centre Street increase the visibility and potential usage. Future retail and services throughout the Corridor would serve as amenities to attract employees during the day. In addition,

⁵ "Amended Preliminary Master Plan: Assembly Row Planned Unit Development" (Vanasse Hangen Brustlin, Inc., 2014); "River's Edge | Home," accessed December 12, 2017, <https://www.riversedgema.com/>.

⁶ RKG Associates, Inc., "Impact of the Wynn Resort Casino on Neighboring Communities" (Las Vegas, NV: Wynn MA, LLC, August 29, 2013).

these uses would create after-work destinations and extend activity in the area into the evening hours. A hotel was also suggested during the focus groups and public meetings, which could capture local tourism from Boston and Wynn Boston Harbor. Additional analysis is needed to better understand the market feasibility of a hotel in this area.

The office, restaurant, and retail land uses proposed for the businesses along Riverside Park and the western side of Commercial Street south of Adams Street (Subarea B2) would build upon existing food and beverage production and retail ventures (such as Idle Hands Craft Ales, Dom's Sausage and Piantedosi Baking Company). These would serve as amenities to local residents, area employees and visitors. In addition to food-related retail, retail services could include banks, convenience stores, dry cleaners, child care, fitness facilities, and additional local health services. Restaurants at different price points and experiences, such as cafés or delis for quick meals and businesses with waiter service, would increase the hours of activity within the Corridor and be an amenity for nearby employees and neighborhoods.

The office, research and development, and manufacturing uses located within the middle portion of the Corridor (Subarea B1) would support current food and beverage production (such as Piantedosi Baking Company at 129 and 240 Commercial Street, Brix Sugar Bakery at 20 Riverside Park, and La Marca & Sons at 32 Riverside Park) and aerospace industries (such as Paradigm Precision at 219-243 Medford Street). Research and development from the medical device industry, as mentioned in the cluster analysis, could be encouraged to locate and expand within this area. As discussed later in the *Section III: Recommendations: Regulatory*, the City should reexamine the Zoning Ordinances to allow new uses (such as hotel, residential, and research and development) and new densities within specific zoning districts to accommodate the property needs of current and future businesses and industries.



Figure 19: Dom's Sausage

For the exploration of land uses within Subarea F (composed of the Malden DPW site and other parcels along the river, south of Medford Street), the consultant team considered office and research and development uses, and mixed-use with residential, retail, and restaurant scenarios. The proposed businesses in each scenario are similar to those proposed for other areas of the Corridor. Both scenarios are described in *Section IV: Malden DPW Site Fit Studies*.

Infrastructure and public access changes were also identified as necessary to support business attraction and retention. Transportation issues remain a significant barrier for local economic growth. Employees in the Corridor commute from over 200 municipalities, with 12 percent of employees from Malden, eight percent from Boston, and 20 percent from the five surrounding municipalities of Chelsea (four percent), Everett (six percent), Medford (four percent), Revere (three percent) and Somerville (two percent).⁷ Insights from the focus groups, interviews and business survey results identified traffic congestion, lack of parking, lack of convenient public transportation, and lack of pedestrian and bike pathways as constraints for employee and business attraction and retention. Recommendations for MBTA improvements, street designs and pedestrian and bike pathways are discussed in *Section III: Recommendations: Infrastructure and Accessibility*.

⁷ ICIC analysis using 2014 U.S. Census Bureau OnTheMap Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics.

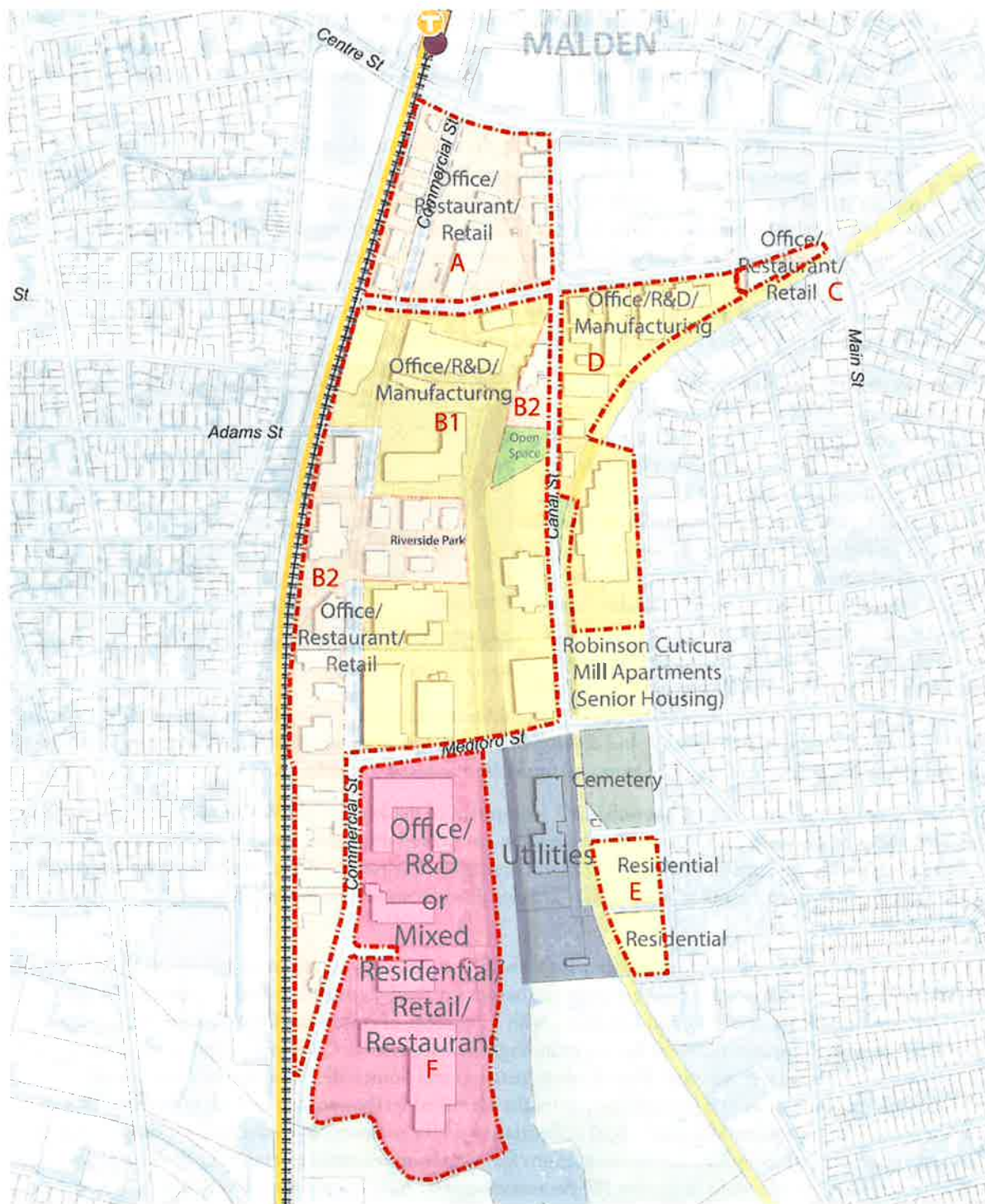


Figure 20: Proposed Future Land Uses in the Corridor

SECTION III: RECOMMENDATIONS

For their exploration of redevelopment opportunities within the Commercial Street Corridor (Corridor), the consultant team sought to understand changes that might occur over time while maintaining existing businesses. This analysis considered the entire Corridor with a focused look at the Malden Department of Public Works (DPW) sub-area along Commercial Street, south of Medford Street. These potential redevelopment scenarios within the Corridor evaluated existing land uses and incorporated feedback received from focus group meetings, public meetings, and the cluster analysis.

Land Uses

In planning for the Corridor, the City and the MRA need to balance the desire for job retention and growth with the need for a mix of uses, including residential and amenities, such as retail, restaurant, and recreational uses to attract employers and their employees to the area. Mixed-use with residential would help create a 12- to 18-hour area with activity before and after traditional working hours. This Framework Plan seeks to identify that balance.

Redevelopment opportunities within the Corridor vary according to land use patterns, location, and environmental conditions. In addition to these factors, feedback received during the planning process was incorporated into the development of the Corridor's proposed future land uses (see Figure 20). The proposed future land uses can be categorized into seven different subareas within the Corridor generally defined by boundaries with the primary roads within the Corridor (i.e., Commercial Street, Charles Street, Canal Street, Medford Street).

A combination of office, restaurant, and retail land uses are proposed for the parcels located in Subarea A of Figure 20 (i.e., the parcels between Centre Street and Charles Street). This area has excellent access to the MBTA bus, subway, and commuter rail and is near downtown Malden. There is high potential for non-residential mixed-use development due to the close proximity of transportation connections. The current tenants of the parcels along the MBTA Orange Line rail tracks could be incorporated as first floor uses, with office space on higher floors. Large parcel assembly may be possible with 100 Commercial Street (the current National Grid parcel) and the adjacent parcels. This would enable larger redevelopment projects.

Subarea B1 is composed of the parcels to the west of Canal Street, between Charles Street and Medford Street. The proposed commercial uses of office, research and development, and manufacturing would support existing businesses and redevelop underutilized parcels. This could bring new employment opportunities from industries with generally higher wage positions. These parcels also have a high potential for non-residential mixed-use development as the MBTA bus, subway, and commuter rail provide good transportation access for the subarea's employees.

The parcels at 105 Canal Street (Anthony's of Malden), along Riverside Park (10, 20, 21, and 32 Riverside Park), and those along the rail tracks on the western side of Commercial Street compose Subarea B2. Office, restaurant, and retail land uses within this subarea would support similar existing businesses. The subarea's location along Commercial Street creates a central area for amenities to nearby employers. Within this subarea, the primary location of those amenities (restaurant, retail, and services) would be appropriate within the cul-de-sac of Riverside Park. This allows a direct link between the amenities and public access to the Malden River and could serve as an after-hours/weekend draw for both local employees and residents. Additional office and retail/restaurant could be located between Commercial Street and the rail tracks; manufacturing and research and development uses could also spread from Subarea B1 into this section of Subarea B2, integrating those uses with the supporting amenities.

The parcels along Charles Street, east of Middlesex Street make up Subarea C. Unlike most of the Corridor, which is zoned industrial, a portion of this subarea is within the Central Business zoning district. Office, restaurant, and retail uses within Subarea C would support similar nearby uses and extend the uses found throughout the Central Business zoning district.

Subarea D is composed of the parcels north of 129 Medford Street (Robinson Cuticura Mill Apartments), along Canal Street and Charles Street to Middlesex Street. Located across the Malden River from Subarea B1, Subarea D would continue the combination of office, research and development, and manufacturing uses proposed in Subarea B1. These proposed uses would support existing businesses and redevelop some underutilized parcels in the eastern portion of the Corridor. Large parcel assembly may also be possible. The parcels have excellent access to the current MBTA bus line and good access to subway and commuter rail options, which would give the parcels a high potential for mixed-use development. The parcels south of Bell Rock Cemetery (located at Medford Street and Green Street), within Subarea E, should remain residential, in keeping with the characteristics of the abutting area. B2 might be able to accommodate residential uses on the upper floors, but providing parking on the smaller parcels could be a restraint on such development.

Large parcel assembly is also possible within the DPW subarea (Subarea F, the southern portion of the Corridor, parcels south of Medford Street and east of Commercial Street). The consultant team tested two possible combinations of land use: office and research and development or mixed-use with residential, retail, and restaurant; these tests are in *Section IV: Malden DPW Site Fit Studies*.

Infrastructure and Accessibility

Proposed infrastructure and access improvements (Figure 21) reflect the feedback received from the focus group and public meetings. Rerouting an existing bus or adding a MBTA bus or shuttle between the Malden Center and Wellington MBTA stations, with stops along Commercial Street would increase the accessibility of Commercial Street businesses for employees and business patrons in the short- to mid-term. In the long-term, the City should continue to pursue the feasibility of a potential new subway station on the existing rail tracks (as recommended in the *Everett Transit Action Plan*, sponsored by MassDOT) (Figure 21).

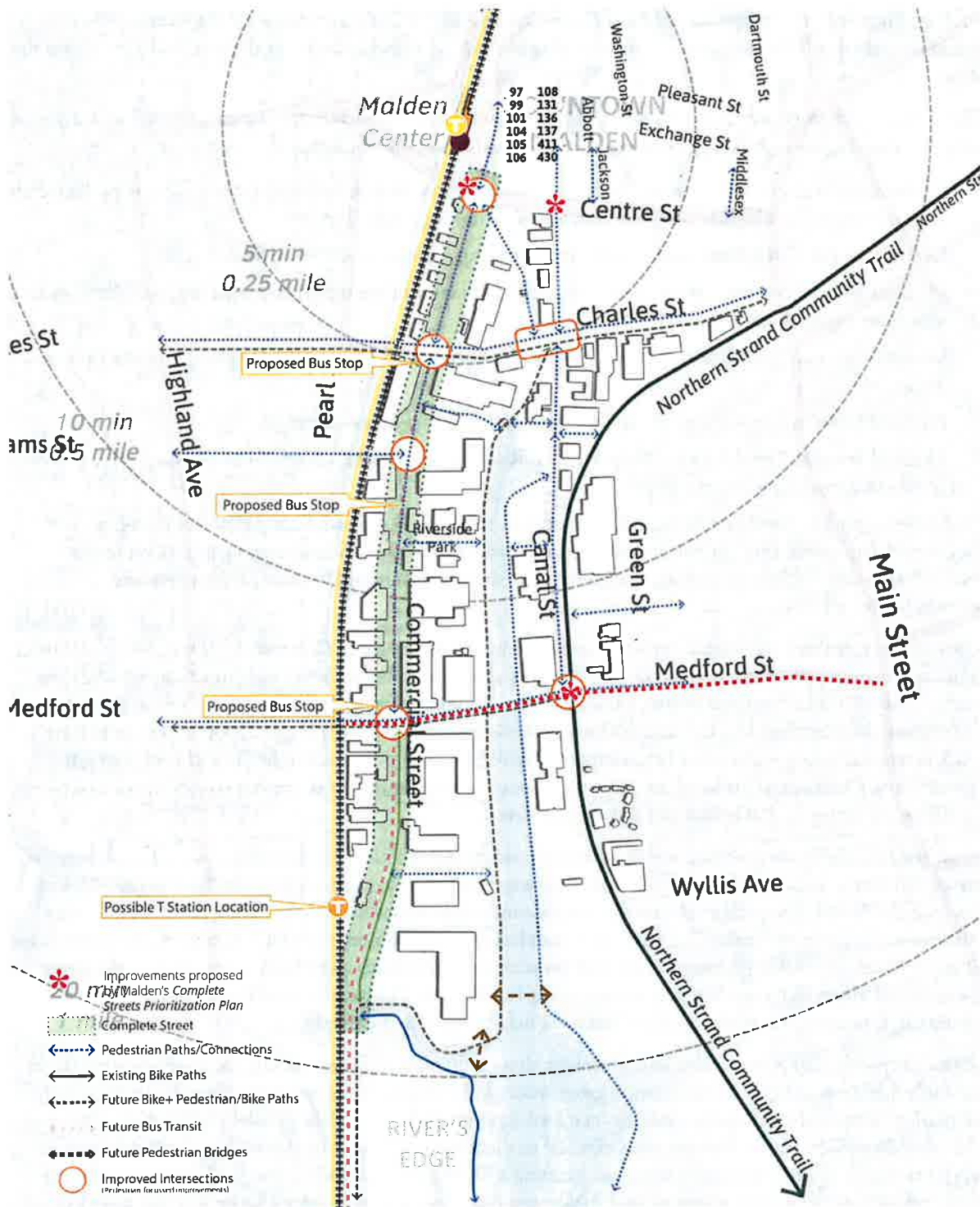


Figure 21: Proposed Infrastructure and Access Improvements

Proposed pedestrian access paths and footbridges throughout the Corridor and along the Malden River would connect nearby neighborhoods to employers and businesses and increase pedestrian mobility within the area.

The *Complete Streets Prioritization Plan* for Malden, approved by Massachusetts Department of Transportation includes several items within or adjacent to the Corridor (shown on Figure 20):

- Centre Street at the MBTA Busway Intersection – shift crosswalk east to line up with MBTA sidewalk; install yield pavement markings; remove existing, non-functioning, traffic lights
- Centre Street at Canal Street – crosswalks with warning signs to cross Centre Street
- Medford Street Corridor – add/repaint crosswalks and appropriate signs where missing; add sharrows and bike route signs, as appropriate
- Medford Street at Canal Street – pedestrian signal for northbound users on the Northern Strand Community Trail
- Medford Street at Canal Street – four-foot high push buttons for easier use
- Medford Street at Canal Street – “Stop Here on Red” sign to prevent vehicles from blocking the crosswalk/ Northern Strand Community Trail

While the approved *Prioritization Plan* projects address safety, ADA-accessibility, pedestrian mobility, and bicycle mobility needs, they do not include the proposed Corridor-specific improvements to Commercial Street (Figure 22). Additional analysis is required to address this issue and to increase the safety and accessibility for all users.

Community members indicated a desire for increased bicycle safety along Commercial Street. Some expressed concerns regarding the safety of possible bicycles lanes along Commercial Street next to commercial vehicle traffic. Discussions of this topic during focus groups and public meetings centered on two sets of users: (1) pedestrians and bicyclists who feel unsafe along Commercial Street, and (2) the needs of businesses to have truck access, including wider turns for commercial vehicles. Given the variation in the width of the right-of-way along Commercial Street, there was some concern about the ability to implement the City’s Complete Streets policy along the full length of Commercial Street.

Participants in the study process discussed moving most pedestrian and bicycle traffic away from Commercial Street and onto a dedicated bicycle-pedestrian pathway along the river, connecting Medford Street with lower Commercial Street. The path would need multiple connection routes back to Commercial Street to ensure effective access along the entire Corridor and a seamless continuation onto the bicycle lanes along River’s Edge Drive in Medford. Such a pathway would shift bicycles and pedestrians away from automobile traffic along Commercial Street and provide a safer environment for all users. The proximity of the pathway to the river would increase awareness of the Malden River and help to activate the riverfront.

In lieu of specific Complete Streets improvements along Commercial Street, streetscape improvements could be implemented to provide safety, increase green space, and create an identity for the Corridor. For example, pedestrian safety and green space could be increased through a planter and/or parallel parking buffer between the sidewalk and the traffic. Parking areas exposed to the street edge could be shielded using thick vegetation, the preservation of existing mature trees, and creating a linear park (see the top image of Figure 22). Linear parks are narrow rectangular pieces of land with vegetation along a trail or sidewalk that provide a connection between points of interest in a community. For example, the Ellicott Street linear park (Figure 23) in Buffalo,

III Recommendations

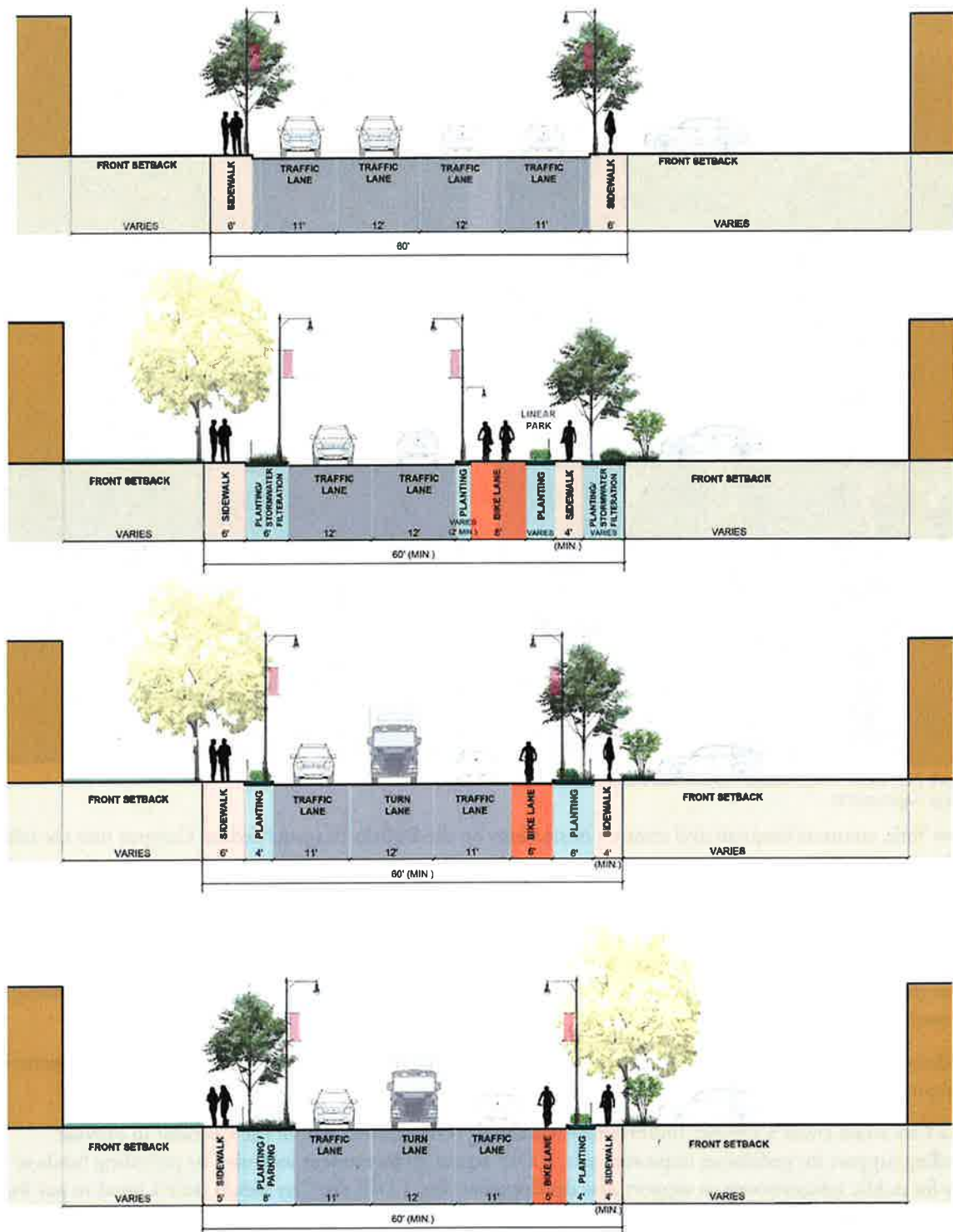


Figure 22: (Top) Existing Conditions, (Bottom Three) Possible Linear Park and Streetscape Improvements along Commercial Street

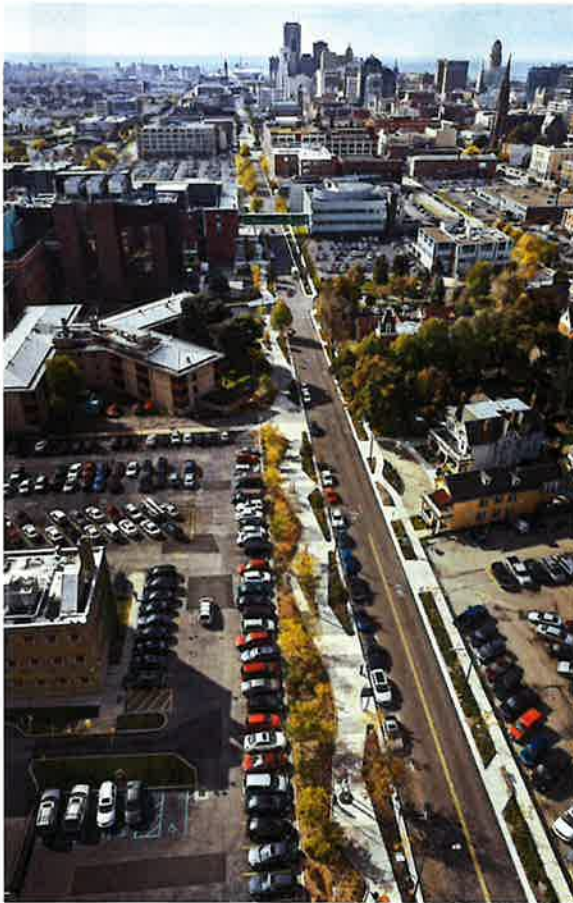


Figure 23: Ellicott Street Linear Park in Buffalo, New York
Source: nARCHITECTS

New York, connects hospitals and research institutions on the Buffalo Niagara Medical Campus into the urban setting.

A roadway reconfiguration, or road diet, could convert an existing four-lane road into a two- or three-lane road with safety and access for all road users. For example, a road with two-lanes in each direction, could be modified to create one-lane for travel in each direction with a center turn lane and parallel parking or bicycle lanes (see the middle and lower images of Figure 22). If necessary, reconfiguration can occur without changes to road or sidewalk width.

Additional proposed streetscape enhancements include moving utility lines underground to improve aesthetics and provide increased reliability during storm events.

The City could create a District Improvement Financing (DIF) district within the Corridor to provide funding support for pedestrian improvements. A DIF acts as an investment incentive by providing funds to pay for public infrastructure to support new development. For a DIF, the City would issue a bond to pay for the improvements. The difference between the property taxes on the improved properties and the property taxes prior to improvement would be used to pay the interest and principal on the bond.



Figure 24: Opportunity to Create Consistent Character on Both Sides of Commercial Street

Urban Design

In several locations throughout the Corridor, there are differences between the character on each side of the street. The variations in how the buildings, landscape, and sidewalk relate to the street creates a lack of visual consistency. Consistency in the design character on both sides of the street contributes to a sense that the buildings and landscape are part of the same place. An orderly transition from one design character to the next provides a progression that identifies Commercial Street as a corridor that leads from one place to the next rather than a collection of mismatched buildings.

This transition can be governed by design guidelines that control the relationship of the placement, massing, scale, and proportions among neighboring buildings. The building facades define the public and private space. Consistent setbacks provide the ability to introduce active uses, such as outdoor eating space; passive uses, such as benches; or screening of parking, trash, mechanical units, storage or other visually unattractive uses.

For example, the building styles, size of the right of way, and landscaping vary between 100 Commercial Street (National Grid) and the parcels on the opposite side of the street. Instead of a street-facing parking area, the land use design, landscaping, and front setback could be similar on both sides of the street (Figure 24). To address the contrasting styles throughout the area and assumed new development, the City could establish design standards and guidelines that promote harmonious relationships of placement, massing, scale and proportions among neighboring buildings, aimed at generating a more coherent public realm.

The consultant team tested the idea of creating an identity for the Corridor with the focus group and public meetings. Lighting and branding would create a consistent theme and unique character along the street. This could include consistent lighting features



Figure 25: St. Peters Business Park Gateway Arch, Australia
Source: au.goodman.com

throughout the Corridor and light pole banners. Meeting attendees were very supportive of the idea of visual cues upon entering the Corridor from the north (from downtown) and the south (from Medford). Feedback from the final public meeting supported an iconic physical gateway, such as a bright color archway (see Figure 25), to signify the entrance to the Corridor.

Massachusetts Chapter 90 Program funding could be used to support roadway projects, including resurfacing, right-of-way acquisition, landscaping and tree planting, roadside drainage, sidewalks, bikeways, and street lighting.

Stormwater

As noted in *Section I: Existing Conditions*, the western portion of Malden drains to the Malden River. Impervious surfaces (e.g., rooftops, streets, parking lots) throughout the Corridor and near the river do not slow stormwater or allow vegetation sufficient time to remove potential contaminants from entering the Malden River. Stormwater impacts will likely increase in the region as climate change brings more powerful and more frequent storm events that overwhelm existing traditional infrastructure. Comments received during this planning process noted areas within the Corridor where the volume and velocity of stormwater run off is a concern.

In addition to ensuring the City's stormwater drainage system is properly sized and correctly functioning, natural improvements can be made throughout the Corridor. Reducing impervious surfaces through increased green space (such as landscaped areas and green roofs) help stormwater runoff to infiltrate before reaching the river. Vegetated infiltration swales along the perimeter of a parking lot filter and cleanse runoff from nearby impervious surfaces including the parking lot, walkways, and the adjacent street (see Figure 26). A wide, green pedestrian buffer, mentioned in the streetscape improvements, could incorporate stormwater management infrastructure (such as planting strips or bioswales). A riparian buffer along the river could visually enhance open space for public access to the river, stabilize the river bank, reduce stormwater runoff and erosion, filter sediment and nutrients, and increase the capacity to handle floodwater. Wider vegetative areas result in increased infiltration and more environmental benefits.



Figure 26: RiverEast Center (Portland, Oregon) Parking Lot Stormwater Management
Source: Alice Webb, Land Perspectives

In the long-term, all paved surfaces within the Commercial Street Corridor should incorporate strategies to capture and filter stormwater on-site to prevent pollutants from entering the river. In the short-term, the implementation of these treatments should occur where the direct runoff from impervious surfaces to the river is greatest. The City should work with property owners to identify these areas. The criteria for determining sites with priority for should be (1) areas with known environmental contamination and stormwater run-off areas; (2) areas with vehicle and/or material storage with no means of capturing and treating run off before its entry into the river; and (3) areas with significant impervious surface coverage (such as parking lots) that direct stormwater run off into the Malden River.

Connectivity to the Malden River

As described in the *Existing Conditions* section, there are a few areas of open space within the Corridor, and several areas nearby. However, the Malden River is not connected to these spaces. Providing recreational space allows for public access and activation of the river's banks. This is an important component to attract both current and future employees and residents of abutting neighborhoods. The *Urban Land Institute-Technical Assistance Panel (ULI-TAP) Report* encouraged using the Malden River as a key organizing element throughout the area. While testing scenarios for river access during the planning process, both the focus group and public encouraged river access throughout the Corridor. Several proposed pedestrian pathway locations throughout the Corridor are intended to provide access to the river from Commercial and Canal Streets. For example, the proposed pathway from the intersection of Commercial Street and Centre Street to 105 Canal Street (Anthony's of Malden) would follow the former route of the river before it was buried and provide a new green pedestrian connection from downtown Malden to the river.

Massachusetts General Laws (M.G.L.) Chapter 91 requires public access. However, communities may define the characteristics of that access as part of their public review and approval process for new development. Feedback from the final public meeting suggest a preference for a riverbank where a pathway and the river interact (see Figure 27). The edge between land and water could be distinct, as in the image on the left where the boundary is defined by a barrier, or blurred, as in the image on the right where plantings separates water from the hardscape of the pedestrian walkway. The pathway could also interact with the river, being



Figure 27: (Left Image) Niles River Park in Niles, Michigan and (Right Image)Turenscape Houtan Park in China
Source: plannersweb.com and landzine.com

immediately adjacent to or extended over the water. The community also suggested plantings along a paved or brick walkway, and integration of both traditionally-designed benches and non-traditional swings.

The *ULI-TAP Report* also recommended regional connectivity across the Malden River and between Malden and Everett via a pedestrian bridge. Building upon the idea of a connectivity with neighboring cities, this study explored pedestrian bridge connections to River's Edge, to certain other locations throughout the Corridor, and to Everett. Focus group and final public meeting attendees broadly supported the idea of pedestrian connectivity and provided valuable input regarding potential bridge locations.

The Metropolitan Area Planning Council, within the *Plan Downtown* report, also noted connectivity with the "Malden River Walking Route," a portion of which is found near where the Malden River daylight. Using green space and pathways along the river would create a more cohesive, user-friendly, and relevant pathway, connecting the route in the northern portion of the Corridor to the pathways at River's Edge.

Building upon the *ULI-TAP Report* suggestion for a "food truck rodeo," community events, such as movie nights, could be held and incorporate local food truck vendors. Such community gatherings could take place within newly created green space along the Malden River. As these green spaces may be several years in the future, large existing parking lots, such as the 184 Commercial Street (Super 88) or 105 Canal Street (Anthony's of Malden) parking lots could host events and gatherings in the near term.



Figure 28: Proposed Head of the Malden River
Source: Malden River Greenway, Utiile

As noted in *Section I*, the recommendations of this *Framework Plan* are consistent with the current *Malden River Greenway* master plan sponsored by the Mystic Greenways Initiative. In particular, the recommendations regarding connectivity to Malden and Everett through pedestrian and bicycle infrastructure align with the network recommendations of the *Greenway* master plan (see Figure 28 and *Appendix D*). In addition, both efforts recognize the importance of enhancing the rowing center at 356 Commercial Street (behind the Malden DPW) into a larger public open space with an improved facility. This facility has been incorporated as a component of the scenarios studied in *Section IV: Malden DPW Site Fit Studies*.

Environmental Issues

Redevelopment throughout the Corridor would allow land and resources to be used in a more economically- and environmentally-efficient manner. Employing smart growth and compact development principles can help maintain and create jobs, aid in reestablishing open space, and protect human health and the environment.

Contamination from historic and current industrial users must be considered prior to redevelopment. A Phase I Environmental Site Assessment (ESA) should be conducted at properties slated for redevelopment to identify contamination on parcels and in the surrounding area. If the Phase I ESA is inconclusive or identifies potential contamination that poses a health or environmental risk, a more detailed environmental assessment may be required. The types of uses following redevelopment require different levels and methods of mitigation. Mitigation levels suitable for residential use would be sufficient for retail and other active uses.

Grants, loans, and technical assistance services may help with brownfield reuse projects, such as MassDevelopment's Brownfields Redevelopment Fund programs, Massachusetts Department of Revenue's Brownfields Tax Credit Program, Massachusetts Executive Office of Energy and Environmental Affairs' Massachusetts Environmental Trust for waterways, or the US Environmental Protection Agency's Brownfields Assessment Grant Program.

In addition to a DIF to pay for public infrastructure to support new development, the City could offer Tax Increment Financing (TIF) incentives to developers willing to clean a property or build public improvements. In this case, the City grants a property tax exemption of up to 100% of the difference between the original property tax and the property tax on the improved property. A TIF provides direct support to the developer by rebating the differential in taxes for up to twenty years.

COMMERCIAL STREET CORRIDOR FRAMEWORK PLAN: MARCH 2018

What is a Phase I Environmental Site Assessment (ESA)?

A Phase I ESA is a review of the likelihood of the presence of environmental contaminants. This review is completed done prior to the sale, lease, or financing of commercial or industrial property.

Phase I includes a review of the historical usage of the property and any agency (local, state, or federal) records related to the property, a site visit, and interviews with people who know about current and historical uses.

If a Phase I ESA indicates the possible presence of contaminants, then a Phase II ESA, which may include testing samples of the soil, groundwater, surface water, indoor air, or other materials on the site.

Source: Thornhill, James A., McGuire Woods, Associate of Corporate Counsel, Phase I Environmental Site Assessments: What are they and why do we do them?, <http://www.acc.com/legalresources/quickcounsel/phase-i-environmental-site-assessments.cfm?makepdf=1>, last accessed January 4, 2018.

Regulatory

ZONING

The City should reexamine the Zoning Ordinances to allow new uses and new densities within specific zoning districts. As previously noted, the City's Zoning Ordinances are not consistent in their treatment of the permitting process for similar uses, such as manufacturing and light manufacturing, and they define dimensional standards by land use rather than by zoning district. The City should review its Zoning Ordinances and consider changes that would allow the types and location of uses proposed in this *Framework Plan*.

The City should consider the following changes:

- Allow as-of-right throughout the Corridor:
 - Light Manufacturing
 - Research and Development
- Allow by Special Permit within designated areas of the Corridor:
 - Restaurant, within Subareas A, B2, C, and F
 - Hotel, within Subareas A and F
 - Residential use with a ground floor retail/restaurant/publicly accessible space, within Subarea F
- Standardize the maximum building height at the same level throughout the corridor. The height should be tall enough to accommodate the higher floor-to-floor requirements for ground floor retail and restaurant and the floor-to-floor requirement for manufacturing uses. Consider limiting either the number of stories of the total height, but not both.
- Investigate the minimum parking ratio and consider bonus height/density for parking management strategies, including shared parking with neighboring businesses or parking available to the general public after business hours.
- Consider a bonus height/density for space accessible to the public in excess of the minimum Chapter 91 requirements.

Changes to zoning could create an overlay or base district for the Corridor to connect riverfront activation with desired uses. The City could also develop design standards and guidelines to be incorporated into the City's zoning that impact urban design challenges throughout the Corridor, including guidelines that:

- Ensure high-quality access to the Malden River is consistent throughout the riverfront area
- Promote articulation of long blank walls through architectural elements, openings, or screen features that relate the building design to the human-scale to encourage pedestrian activity
- Ensure parking lots and edges are designed to promote creation of green areas and introduce amenities such as benches along sidewalks
- Establish site layout design guidance for mixed-use buildings regarding placement of uses, parking areas, and open spaces

- Define requirements for private development to ensure a consistent and continuous treatment of public access along the Malden River, including specifying the paving materials, street furniture, lighting, and landscape.
- Consider standards that would require equal design treatment for façades that face the Malden River and those that face the principal streets (Commercial Street and Canal Street)

MASSACHUSETTS GENERAL LAWS, CHAPTER 91

Massachusetts General Laws (M.G.L.) Chapter 91 serves as the State’s tool for the protection and promotion of public use of its tidelands and other waterways. As recommended in Malden’s 2017 *Open Space and Recreation Plan*, implementation of Chapter 91 as properties are redeveloped would increase public access and provide connectivity with neighboring communities along the Malden River. Massachusetts Department of Environmental Protection’s (MassDEP’s) Waterways Regulation Program oversees Chapter 91 licensing, protects and extends strolling rights, and provides facilities to enhance public use and enjoyment of the water in return for permission to develop non-water dependent project(s) on state tidelands. Chapter 91 licenses can delineate the location of open space, public accessibility, amenities provided (such as lighting, interpretive features, and/or public restrooms), and easements granted for a specific purpose (such as a park). The City and the MRA should work with MassDEP to conduct an analysis of the existing status of licenses and ensure Chapter 91 regulations are enforced consistently throughout the corridor. The City and the MRA should review Chapter 91’s minimum requirements for public access and consider if an increased setback from the current riverbank should be specified within the Zoning Ordinances. The City and the MRA should also develop a program for ensuring that new licenses include provisions that support this *Plan’s* recommendations for consistent public access to and along the Malden River. This access should include consistent treatments for pathways, street furniture, lighting, and landscaping. Any compliance solutions should consider incentives for additional amenities or access, including density bonuses in zoning or streamlined permitting.

Other Redevelopment Options

Non-municipal organizations such as the MRA, MassDevelopment, the Massachusetts Executive Office of Housing and Economic Development (EOHED), and Executive Office of Energy and Environmental Affairs (EOEEA) have authority or programs that could be used to encourage redevelopment. This section describes the general recommended actions each entity can take; the implementation plan describes the specific actions.

MRA

The MRA has an important role in the redevelopment of land within the Corridor. The MRA could examine partnering with a developer or creating a land disposition agreement to help drive redevelopment of MRA-owned land. Such an agreement could control development of the land and/or allow for the assembly of multiple parcels, which may enable redevelopment of a larger area.

The MRA could contribute to the development of the Corridor through public infrastructure projects or environmental remediation to address public access to the Malden River, traffic and safety issues, stormwater management, and the existence of hazardous materials on current and former industrial sites. As a redevelopment authority, the MRA has the option to create an urban renewal plan for the Corridor

under M.G.L. 121B and 760 CMR 12.00, the regulations of the Department of Housing and Community Development (DHCD). An urban renewal plan provides tools for the MRA, including regulatory control over land uses and design characteristics within the urban renewal area and the ability to acquire land and/or easements to support redevelopment or public access to the Malden River. An urban renewal plan can be an effective tool in areas where the private development market is unable address conditions of blight and public action is required. Conditions of blight can include environmental contamination in cases where private ownership and resources are unable to fully mitigate the existing conditions. A redevelopment authority within an urban renewal plan approved by M.G.L. 121B, the MRA can make public infrastructure improvements which could be funded through acceptance of grants or issuance of bonds.

Communities such as Salem, Massachusetts, have updated their existing urban renewal plans to incorporate design guidelines and a design review process administered by the Salem Redevelopment Authority to regulate the physical design of downtown Salem and ensure that new development is compatible with and respectful to the historic context. This regulatory control can be implemented without changing the underlying zoning, but the permitting and review process should be balanced to avoid creating a disincentive for private investment.

The MRA can acquire property through eminent domain within the boundary of an urban renewal area defined in an approved urban renewal plan. This could be used as a tool for site assembly to support development on otherwise disaggregated parcels. Eminent domain can be used as a tool that encourages private owners to act together before eminent domain acquisitions become necessary. An acquisition through eminent domain must be for the public purposes defined in the urban renewal plan, requires a public process, and the property owner must be compensated for the acquired property. The MRA can sell or lease acquired parcels to a party who will develop the land in accordance with the requirements of the urban renewal plan. The MRA can also develop the acquired parcels. In either case, the goal should be to create a catalytic project that will address the barriers to development within the Corridor and spur additional private investment.

THE COMMONWEALTH OF MASSACHUSETTS

MassDevelopment has several grants, loans, and other programs available to communities and developers. The Commonwealth Places Program is a small matching-grant program for placemaking projects that could be used for initial projects to drive interest in the area, such as a food truck park or the proposed gateway installations. This grant can be used for place-based, community-driven projects that activate new or underused public or community space. The Cultural Facilities Fund is another grant program that could be used to address requests from some study participants for cultural or entertainment facilities in the Corridor. Larger funding programs from MassDevelopment include funding for infrastructure (I-Cubed, DIF, and 23-L); loans and grants for construction, equipment, and brownfields remediation; and grants for brownfields redevelopment.

The MassWorks Infrastructure Program, administered by the EOHED, assists municipalities with infrastructure funding to support economic development. Grants for infrastructure work including streets, roads, traffic signalization, parking facilities, site preparation and improvements on publicly owned land, demolition, and pedestrian walkways are prioritized for private projects that support creation of multi-family housing in mixed-use areas that are connected to employment opportunities.

In addition, EOEEA's Parkland Acquisitions and Renovations for Communities (PARC) Grant Program assists cities and towns in acquiring and developing land for park and outdoor recreation purposes.

SECTION IV: MALDEN DPW SITE FIT STUDIES

Purpose of the Fit Studies

To evaluate the potential for development within the Commercial Street Corridor (Corridor), the consultant team tested four scenarios for the potential redevelopment of the MRA-owned parcels (the current location of the Department of Public Works (DPW)). The DPW location is a significant part of the Commercial Street Corridor. Its redevelopment could act as a catalyst for other parcels within the Corridor and provide new tax revenue to the City. The purpose of the fit study was to test the land uses and related square footage on the site to determine type of development and how much development could occur. The fit study focused on creating a square footage program for certain types of uses and determining the implications of that square footage on building massing, required parking, circulation, and open space. Architectural studies were not part of this exercise.

Two fit study scenarios were based solely on the DPW site and two other scenarios included adjacent parcels to test the impact of parcel assembly. The consultant team used the feedback received during the second focus group and the second public meeting to refine these scenarios. Scenarios 1A and 1B, respectively, explore potential office and research and development use (Figure 29) and a potential mix of residential, retail, and restaurant uses (Figure 30) at the DPW site. Scenarios 2A and 2B, respectively, assess potential office and research and development use (Figure 31a and Figure 31b) and a potential mix of residential, retail, and restaurant uses (Figure 32a and Figure 32b) at a site composed of the DPW site and adjacent parcels.

The proposed uses in each scenario are similar those in other areas of the Corridor and discussed in *Section III: Recommendations*. All the parcels examined in the fit tests are within the Industrial 1 zone; however, the scenarios do not reflect current zoning regulations (regarding uses, building heights, or setbacks), but what could occur if zoning was modified. Office and retail uses less than 5,000 square feet (sf) are currently allowed by right within the Industrial 1 zone. Restaurants and retail greater than 5,000 sf are both allowed by special permit. Research and development and residential uses are not permissible. Modifications to the current Zoning Ordinances are required to allow the development mix evaluated by these fit studies.

Parcel Assembly

Scenarios 2A and 2B use parcels adjacent to the DPW site to study the potential impact of a coordinated development scenario assuming the riverfront parcels south of Medford Street were available to redevelop as a single area. The DPW site (356 Commercial Street) is owned by the MRA. If the MRA decides to sell the parcels within the DPW site in the future, a public bidding process would be required as part of the sale.

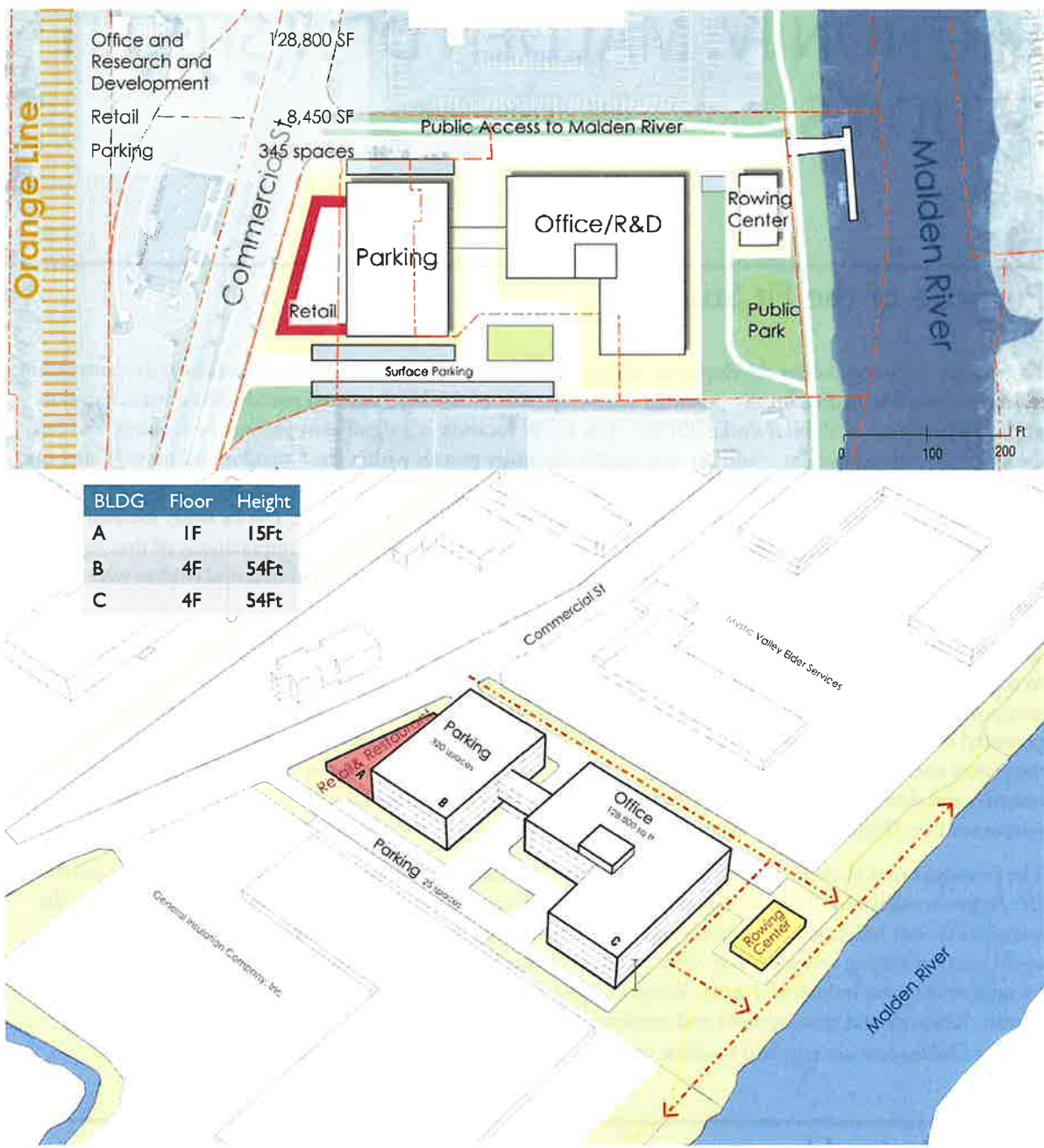


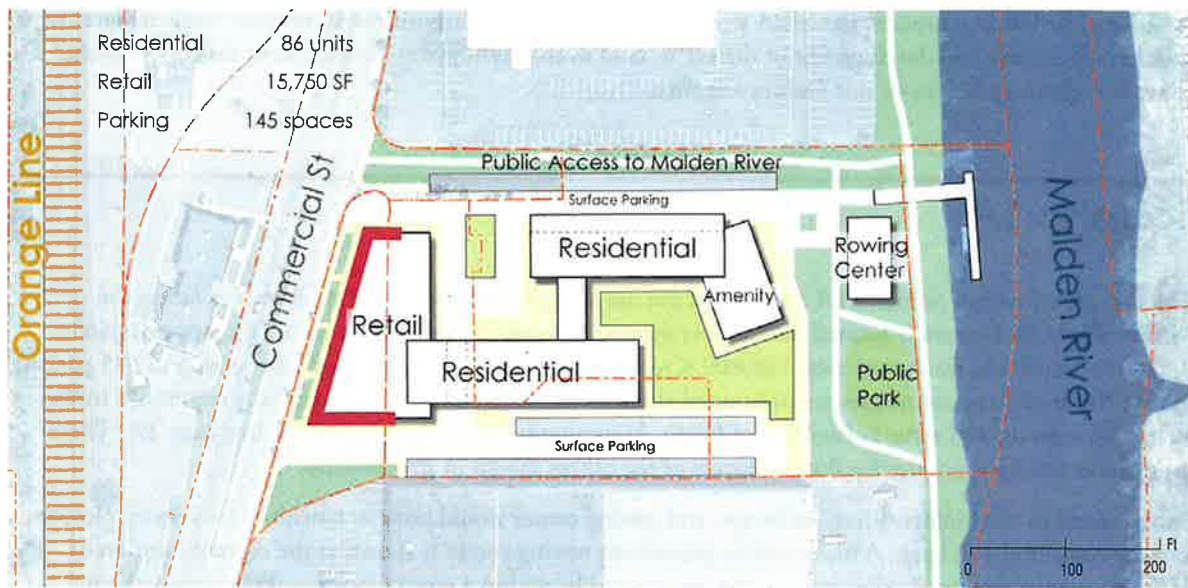
Figure 29: Scenario 1A - Office and Research and Development on the DPW Site

Following the bidding process, the MRA would enter into a Land Disposition Agreement. Such an agreement should link the sale and development of the DPW land to the high-quality development that includes the relevant recommendations of this *Framework Plan*.

Scenario 1A

The uses tested within Scenario 1A create an active use along Commercial Street, office uses facing the Malden River, and centrally located parking. As shown in Figure 28, this Scenario contains approximately 8,450 sf of retail and restaurant uses, 128,800 sf of office and research and development uses, and 345 parking spaces. Retail and restaurant uses are positioned along Commercial Street to capture daily commuter traffic along this corridor and serve as Facilities of Public Accommodation under Chapter 91 (see page 29). These uses would also be amenities for the employees of the offices shown in this scenario.

Public access to the Malden River, pathways, and rowing center would serve as amenities for area employees and the community at large. A high-quality, permanent rowing center is shown at the current location of Malden's rowing facility. Public access to the river would be within a green Corridor along the northern portion of the site, around the rowing center, and connecting to pathways along the river.



BLDG	Floor	Height
A	1F	15Ft
B	4F	54Ft
C	4F	54Ft
D	1F	15Ft

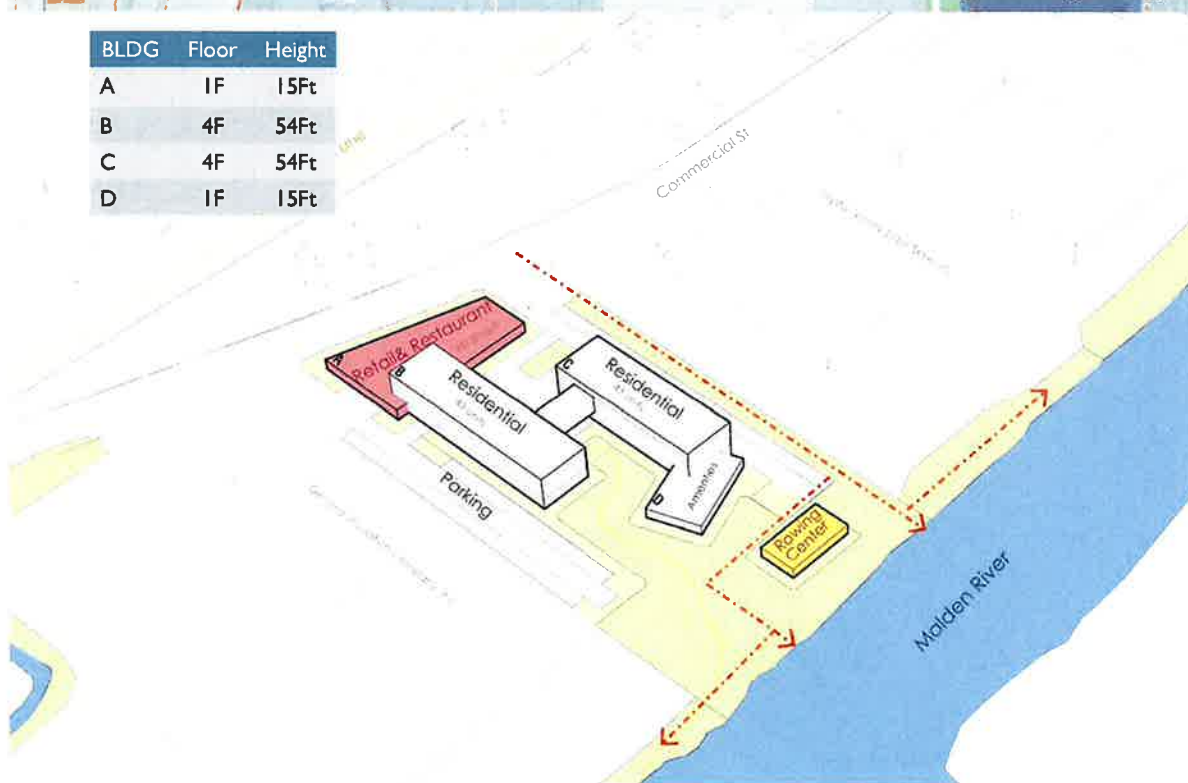


Figure 30: Scenario 1B - Mixed-use on the DPW Site

Scenario 1B

Feedback received during the first public meeting regarding potential land uses throughout the Corridor suggested a mix of uses, including residential, could be incorporated into the Corridor. The Scenario 1B explored a mix of high-density residential and retail uses within the DPW site, similar in scale to the development found at River's Edge. A possible mix of uses, shown in Figure 30, could create 15,750 sf of retail and restaurant space, and 86 residential units with 145 residential parking spaces. These types of uses require different levels environmental mitigation. Mitigation levels suitable for residential use would be sufficient for retail and other active uses. The retail use would activate the edge of the site along Commercial Street and provide a separation between the street and residential uses. Retail and restaurant uses could serve the residential units, the employees of nearby businesses, and serve as Facilities of Public Accommodation under Chapter 91.

Public access in this scenario is provided along the northern edge of the parcel and leads to the riverfront, rowing center, and potential public park. These would serve as amenities for the on-site residents, nearby employees, and the community at large. This open space would provide a connection to the adjacent parcels through a riverfront pathway.



Figure 31a: Scenario 2A - Office and Research and Development on the DPW Site and Adjacent Parcels

Scenario 2A

Assembly of the parcels along Commercial Street, between Medford Street and Little Creek, could create a single site more favorable for larger redevelopment projects. Scenario 2A tested office and research and development uses. Figures 30a and 30b show 478,000 sf of office, 201,600 sf of research and development uses, 83,840 sf of retail uses, and 2,230 parking spaces. Linear ground-floor retail would create active uses along a central street to serve as an amenity for the community and nearby employees. Such activity would also create an identity within the new development.

Open space along the southern edge could serve as a transition from the open space found at the River's Edge development to the south. Pedestrian bridges would provide connection to River's Edge and Everett. A center for civic activities in this area could celebrate the cultural diversity of the surrounding community and serve as a gathering place for community members. Public access to the Malden River could be provided through this area and a linear open space along the river. The streets and blocks of development were designed to lead to the riverfront and a public park with pavilions. A centrally located park could serve as a space for the public to gather for leisure and events outside of business hours, and as an amenity for employees during work breaks or after work hours.

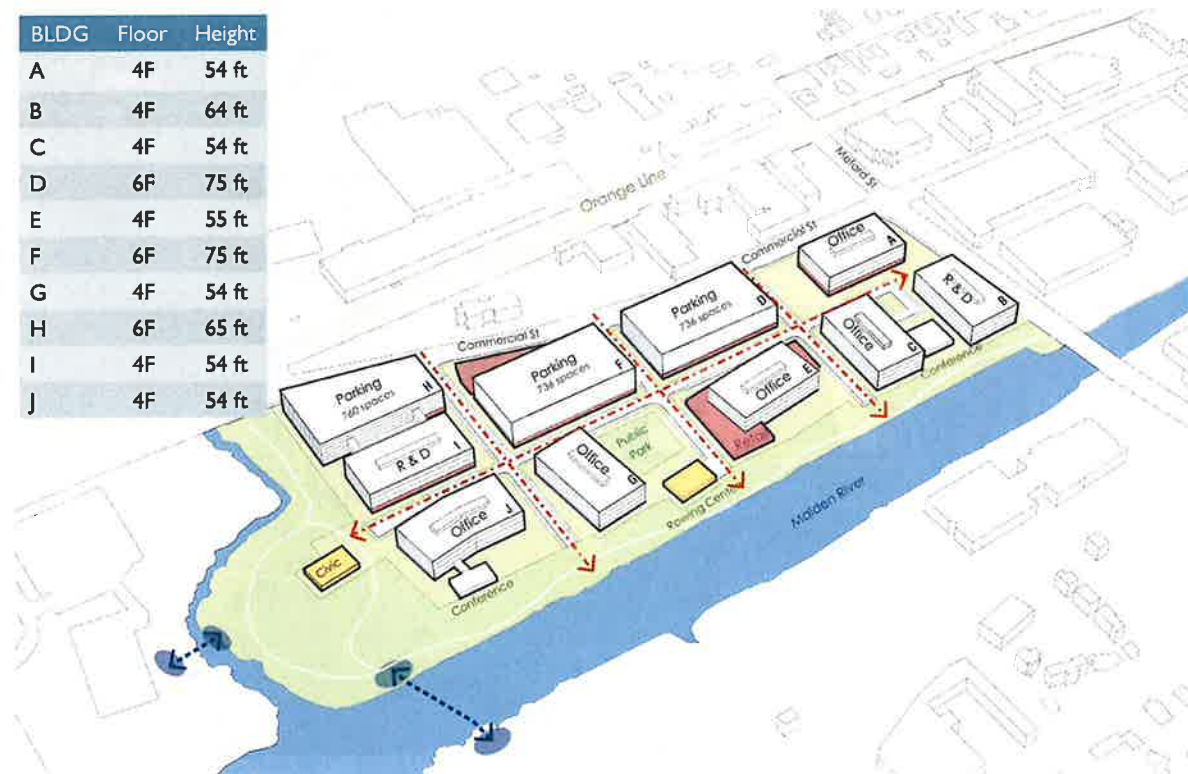


Figure 31b: Scenario 2A - Office and Research and Development on the DPW Site and Adjacent Parcels



Figure 32a: Scenario 2B - Mixed-use on the DPW Site and Adjacent Parcels

Scenario 2B

This scenario considered the potential for mixed-use development if the riverfront parcels south of Medford Street were assembled. Development of these parcels is an opportunity to attract new businesses and residents to the waterfront. As shown in Figures 31a and 31b, a mix of office, research and development, retail, and residential uses were studied. The uses shown are composed of 378,000 sf of office, 100,000 sf of research and development, 84,000 sf of retail and restaurant space, and 380 residential units. In addition, 1,470 parking spaces are allocated for office and research and development uses and 760 spaces for residential parking.

Prominent edges would be activated by ground floor retail and restaurant uses, which would serve as amenities for employees and residents throughout the day and evening. In this scenario, parking is centrally located for all buildings. Residential uses are located within the southern portion of the consolidated parcel, close to the River's Edge complex, to develop and take advantage of synergies with the existing residential uses.

A public park with potential civic space in the southern portion of the parcel would similarly build upon the existing open space along the River's Edge property and create a public amenity for the residents and community events. As with the potential development in Scenario 2A, the streets and blocks within Scenario 2B could connect Commercial Street with the riverfront, park, rowing center, and pathways along the Malden River.

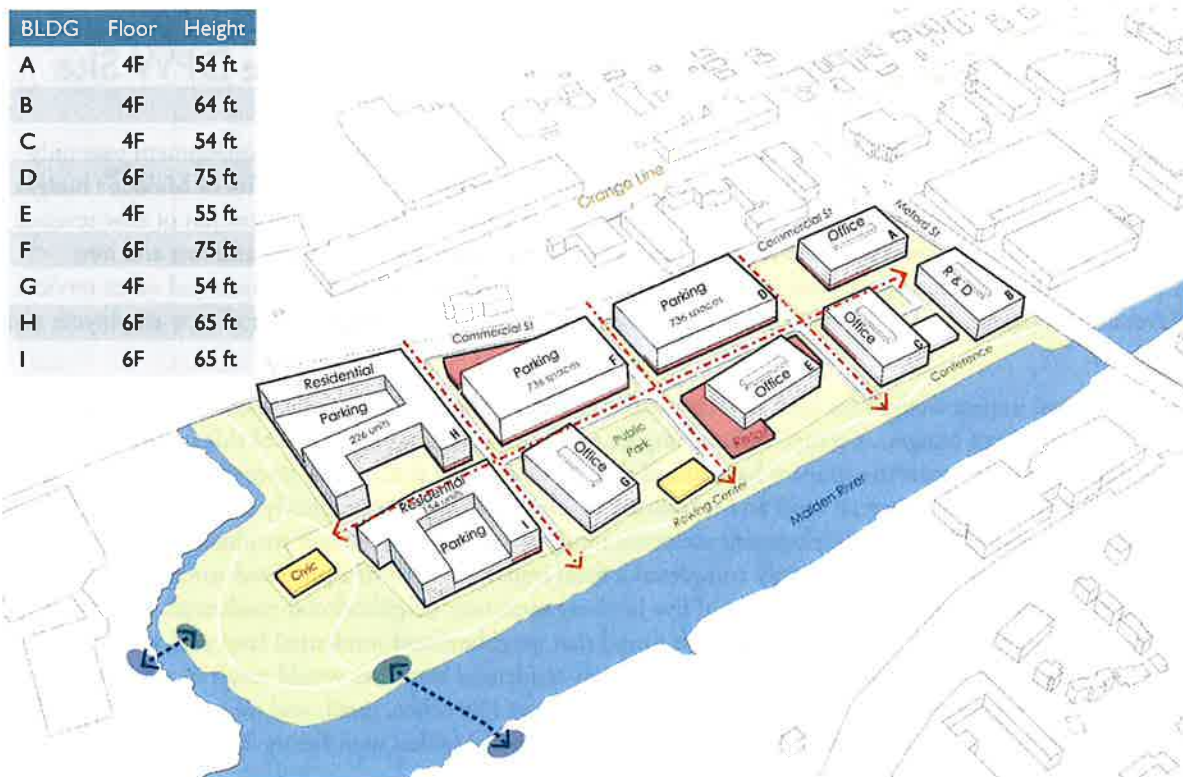


Figure 32b: Scenario 2B - Office and Research and Development on the DPW Site and Adjacent Parcels

Preferred Components

Feedback received at the final public meeting suggests that a mix of uses is preferred by meeting attendees. Future development within the Corridor could be coordinated by a single owner, or by the requirements of updated Zoning Ordinances combined with a clear requirement for consistent public access under Chapter 91. Based on the feedback received during this public process, new development or the redevelopment of existing buildings should meet the following requirements with respect to the public face of the development:

- Prioritize connections between the public streets and the Malden River.
- Connect public infrastructure along the banks of the Malden River with consistent paving treatments, street furniture (benches, lighting, trash receptacles, etc.), and landscape treatments.
- Connect to the larger Malden/Everett/Medford network as shown in the Malden River Greenway plan developed by the Mystic River Watershed Association. This plan recommends an integrated network of pedestrian and bicycle infrastructure that would connect access to the Malden River across three communities.
- Require property owners whose parcels are between where the river daylights and the Downtown to continue the connected pedestrian and bicycle network to link the river and Downtown. This requirement could be part of the public access requirements for those parcels under the jurisdiction of Chapter 91. The connection could also be a zoning requirement but would have to be paired with a development incentive, such as a density bonus.

Municipal Fiscal Budget Implications of Converting the DPW Site

The conversion of the DPW site (and adjacent properties) to office and research and development uses only (Scenario 1A or 1B) or mixed-use (Scenario 2A or 2B) will have implications for the City of Malden's budget and overall fiscal health. For example, each development scenario will result in the generation of new revenue for the City of Malden through property taxes, excise taxes, and other municipal taxes and fees and new expenditures for government services, including public safety, public works, public schools and other services. Revenue and expenditure will vary by land use (residential or commercial) and number of new employees and residents.

A robust fiscal impact analysis for each development scenario will be needed to fully assess the municipal fiscal impact on the City's budget. A complete fiscal impact analysis was beyond the scope of this study; however, fiscal impact studies across the country have found that nonresidential (i.e., office, research and development, industrial, and other commercial uses) and mixed-use development scenarios typically result in a net budget surplus, while residential only development scenarios result in a smaller net budget surplus (or net loss). For example, the City of Somerville recently completed a fiscal impact analysis of a proposed zoning code overhaul that analyzed the municipal budget impact of five land use scenarios: neighborhood residential, mixed-use residential, hotels, office and retail. The analysis found that neighborhood residential land uses would result in a net budget loss, while mixed-use residential and non-residential land uses would result in net budget surpluses. The highest budget surpluses were for hotels, followed by office, retail, and mixed-use residential. A similar analysis completed for the DPW site can assist the City of Malden with future land use and budgetary planning.

Precedents

The following images are examples of the types of buildings, site treatments, and activities that could be suitable for redevelopment or new development within this Corridor. The fit studies in this section suggest a mix of uses, active space to attract current and future residents and employees, and the potential for structure parking as the area is developed over time. The three sets of images below provide some ideas of how to mix buildings at different scales and include multiple uses within the same buildings; how active outdoor eating spaces could take advantage of the existing businesses (Idle Hands, Piantedosi Baking Company, and Dom's Sausage would make great partners for a restaurant) and how structured parking can be a dynamic visual component rather than an afterthought.

MIXED-USE BUILDINGS



Figure 33: 3rd Avenue, Burlington
<https://www.nordblom.com/ourenvironments/3rd-ave>



Figure 34: Legacy Place, Dedham
<https://www.wsdevelopment.com/our-properties/legacy-place/>



Figure 35: Chestnut Hill Square, Newton
 Photograph by Ed Wonsek Art Works
<http://neddevelopment.com/projects/chestnut-hill-square>

OUTDOOR DINING



Figure 36: Biergarten, San Francisco
Photograph by CC/Flickr/Douglas Burnham
<https://www.timeout.com/usa/bars/best-beer-gardens-in-america>



Figure 37: Gene's Sausage Shop, Chicago
Photograph by Sara Mays
<https://www.timeout.com/usa/bars/best-beer-gardens-in-america>



Figure 38: The Butcher Shop Beer Garden & Grill, Miami
Photograph by The Butcher Shop
<https://www.timeout.com/usa/bars/best-beer-gardens-in-america>

PARKING GARAGES



Figure 39: Santa Monica Civic Center Parking Structure
Moore Ruble Yudell Architects & Planners/International Parking Design © John Edward Linden
<http://www.zipcar.com/ziptopia/around-the-bend/ten-coolest-parking-garages>



Figure 40: Kansas City Library Parking Garage
Photograph by Tim Samoff
<http://www.zipcar.com/ziptopia/around-the-bend/ten-coolest-parking-garages>

SECTION V:

IMPLEMENTATION PLAN

Findings and Recommended Actions

FINDINGS

The Commercial Street Corridor (Corridor) could benefit from additional actions by the City, the MRA, and relevant state agencies to support the goals identified during this planning process. Future economic development in the area is based on two strategies:

- Supporting and retaining existing businesses; and
- Attracting new businesses that complement the existing clusters and provide well-paying jobs for Malden residents.

The findings address the four categories of recommended actions: Economic Development, Placemaking, Regulatory, and Infrastructure.

- **Economic Development** – The Corridor has a number of assets that make it a competitive place for businesses to locate. Businesses cited the Corridor’s location, access to customers, and relatively affordable rents and property taxes as its advantages.
- **Placemaking** – Restaurants and retail/service related businesses can support both employees and local residents, drawing people to an area that is active beyond the working day. Events that bring people to the area at night contribute to the desirability of working in the area. Connecting the riverfront with a system of paths for pedestrians and bicyclists is an amenity for employees traveling between work and home or taking a mid-day break. A path system is also an amenity for current and future residents. Linking these paths to parking can connect businesses, employees, and visitors during working hours, at night, and on the weekend, creating efficiencies in shared use of infrastructure.
- **Regulatory** – Allowing new uses in the area (such as residential with an attached retail and/or office component, hotel, and research and development) and streamlining the permitting process will make it easier for businesses to invest or reinvest in the area.
- **Infrastructure** – The recommended physical improvements and regulatory changes support these goals by creating an active environment with amenities that are attractive to employees: place to eat and shop, and places suitable for recreation. Amenities serve to attract employees who want to address their personal needs – child or adult care, health appointments, dry-cleaning, general errands, food – in the same area as their office.

The recommendation actions below build on these findings by identifying general areas of actions and then specifying the actions, responsibilities, timeline, and potential funding sources for each category.

RECOMMENDED ACTIONS

The recommended actions to implement the goals of this *Framework Plan* build upon the *ULI-TAP Report's* recommendations and the City's goals. They are the result of the research and analyses of current economic and physical conditions, as well as feedback from the community members and businesses who participated in focus group meetings, public meetings, and surveys. The research included in-depth interviews with six businesses and 12 responses to a business-specific survey distributed to businesses within the Corridor. The implementation actions are grouped into the categories described below:

- **Economic Development** – The economic development findings and recommended actions are intended to support business attraction, retention, and expansion needed within the Corridor to ensure job creation. For example, contacting companies within the industries prioritized in the cluster analysis in *Section I: Existing Conditions* and introducing those companies to this *Framework Plan* increases awareness of the Corridor and its attractiveness as a place to relocate or expand their operations. Targeting those industries with high growth potential and well-paying jobs that are aligned with the skills of local workers will also create additional tax revenue for the City and diversify the current industry mix.
- **Placemaking** – The recommended actions include strengthening the connection between the community and the places they share through a variety of placemaking efforts. These efforts will reinforce the Corridor as a destination for companies seeking to expand and attract employees who value the amenities this Corridor could offer. For instance, gateway treatments at the entrances to the Corridor and showcasing locally-made products help build the physical, cultural, and social identity of the Corridor. After-work and weekend programs, such as movie nights or food truck festivals, would attract employees and community members to the Corridor outside of traditional business hours. Ensuring that such efforts are community-driven will improve the sense of place and community participation.
- **Regulatory** – The recommended actions regarding regulatory controls can be linked with economic development and infrastructure. Zoning controls the physical character of an area by regulating the types of uses, the physical relationship of buildings to each other and to the street. The permitting and approval processes can make investing in an area more difficult if the zoning controls and processes are not aligned with the desired character of the area. Updating the City's Zoning Ordinances would ensure future land uses throughout the Corridor are consistent with the community's vision and the findings of this *Framework Plan*. Reviewing existing and future Chapter 91 licenses for compliance and consistency with the community's vision for the Malden River would increase public access by ensuring that the public access required by Chapter 91 is built into the City's approval, permitting, and enforcement processes.
- **Infrastructure** – The recommended actions for physical improvements are designed to encourage investment either by improving public infrastructure or by creating a pathway for future investment by others through strategic development projects. Modified bus routes or a shuttle would increase the convenience of access to areas along Commercial Street. In addition, creating a safer environment for all forms of transportation (e.g., buses, trucks, cars, pedestrians, bicycles) will increase the accessibility of the Corridor's businesses for employees and business patrons. Expanding the green space along the streets, parking lots, and riverfront would provide additional areas for stormwater infiltration, help reduce pollutants entering the Malden River, and create a more welcoming environment for employees and community members. The City and MRA could create within the Corridor either a DIF district to address infrastructure needs or TIF program that would offer tax incentives to developers.

Implementation Plan

The following implementation plan identifies the actions that would help implement the recommendations of this *Framework Plan*. These actions are anticipated to take place in phases: short-term (one to three years), medium-term (three to five years), and long-term (more than five years) phases over the ten-year life of this *Framework Plan*. Certain actions will be ongoing throughout the life of this plan.

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
ECONOMIC DEVELOPMENT			
<p>Market the recommendations of this <i>Plan</i> and the proposed actions to existing and future businesses and property owners.</p> <ul style="list-style-type: none"> Identify regional and state partners (e.g., Massachusetts Executive Office of Housing and Economic Development, MassEcon) to market the Corridor to businesses looking to move into the region Identify the firms from target industries the City wants to retain and attract Contact firms and industry representatives from the target industries and introduce them to the Corridor Work with real estate brokers to keep an inventory of vacancies and inform representatives from target industries when space becomes available 	City of Malden, MRA, MassEcon (in collaboration)	Short Term	Community Development Block Grant Program Economic Development Fund (not currently established in the City)
<p>Coordinate placemaking, regulatory, and infrastructure recommendations to support employment growth, business attraction and retention.</p> <ul style="list-style-type: none"> Address transportation issues (e.g., access via public transit) for employees and businesses into infrastructure and public access actions Explore placemaking opportunities to support businesses located in the Corridor (e.g., Made in Malden program) and attract and retain businesses (e.g., activities, gateway treatments) 	City of Malden, MRA	Short Term	City's operating budget
<p>Investigate the relocation of the DPW currently located at 356 Commercial Street. Conduct an in-depth municipal fiscal impact analysis, including the implications of moving the operations to a new site, consolidating the operations on the current site and redeveloping the remainder of the site, or keeping the entire site for the DPW.</p>	City of Malden, MRA	Short Term	City's operating budget (staff time)
<p>Issue a Request for Interest (RFI) for DPW site.</p>	MRA	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
<p>Coordinate further economic development planning for the Corridor with the City's efforts.</p> <ul style="list-style-type: none"> Integrate this <i>Framework Plan</i> into a city-wide economic development plan Harmonize efforts within the City and Corridor to implement a retention and expansion strategy for the target industries 	City of Malden, MRA, Business owners	Ongoing	MassDevelopment
<p>Establish cluster-specific working groups to prioritize recommendations to support cluster-based economic development.</p> <ul style="list-style-type: none"> Identify cluster-specific and business support stakeholders (e.g., Chamber of Commerce) to suggest for working group participants Convene stakeholders and businesses to identify specific needs for clusters (land use, zoning, parcel and location requirements, etc.) Inventory available resources to support cluster-based economic development (e.g., Stockpot Malden, Massachusetts Life Sciences Center) 	City of Malden, MRA,	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
PLACEMAKING			
<p>Create and support an identity for the Corridor.</p> <ul style="list-style-type: none"> Develop light pole banners throughout the Corridor with a Corridor-specific logo or image Incorporate consistent identity-related graphics and messages into Corridor events and marketing materials 	City of Malden, MRA	Short Term	
<p>Create a program of after-work and weekend activities that draw employees and residents to the area. Promotional materials should reinforce the Corridor's identity.</p> <ul style="list-style-type: none"> Movie night in large parking lots (Super88 or Anthony's) Food truck festival Farmers' Market 	City of Malden, MRA, Business owners	Short Term	MassDevelopment Placemaking grant, Contributions from business owners
Begin a "Made in Malden" program and showcase local products.	City of Malden, MRA, Business owners	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
<p>Consider gateway treatments at the beginning and end of the Corridor on Commercial Street and Canal Street.</p> <ul style="list-style-type: none"> • Temporary and permanent signage • Install a moongate or other permanent Corridor-specific structure at one or more entry points to the Corridor 	City of Malden, MRA, Business owners	Medium Term	MassDevelopment Placemaking grant, Contributions from business owners
Develop pedestrian and bicycle connections between the Corridor and Malden River to the neighboring community and River's Edge areas.	City of Malden, MRA, Business owners	Medium Term	
Develop a consistent wayfinding program along the Corridor to showcase assets (e.g., signage indicating public access).		Short Term	Department of Housing and Community Development (DHCD) Massachusetts Downtown Initiative (MDI)
Encourage businesses to maintain and promote existing walkways and views of the Malden River.	City of Malden, Business owners	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
REGULATORY			
<p>Review and update City's Zoning Ordinances.</p> <ul style="list-style-type: none"> • Address definitions of dimensional standards by land use rather than zoning district • Create consistency in requirements for similar land uses (i.e., as-of-right permitting for both manufacturing and light manufacturing) • Add or subtract land uses within the Commercial Corridor as detailed in <i>Section III: Recommendations</i> • Review parking requirements based on land use and proximity to public transportation • Consider density bonus or other incentives for providing additional activity/amenities along the Malden River • Consider expanded buffer from the Malden River for public amenities and landscaping appropriate for riverine habitat 	City of Malden	Short Term	City's operating budget
Consider design standards for private development as detailed in <i>Section III: Recommendations</i> . Incorporate design standards into the City's Zoning Ordinances or an urban renewal plan.	City of Malden, MRA	Short Term	Metropolitan Area Planning Council (MAPC)
Consider creation of a DIF district or use of TIF incentives within the Corridor.	City of Malden, MRA	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
<p>Consider completing an urban renewal plan under M.G.L. Chapter 121B/760 CMR 12.00.</p> <ul style="list-style-type: none"> Evaluate need to acquire land or easements to ensure public access to the Malden River Evaluate need to intervene in acquisition of brownfield parcels to assist private market in redevelopment 	MRA	Medium Term	Executive Office of Housing and Economic Development (EOHED); MRA
<p>Review existing Chapter 91 licenses for compliance. Work with MassDEP and property owners to inform them of their obligations under Chapter 91 and bring properties that are noncompliant or that have no license into compliance with Chapter 91.</p> <ul style="list-style-type: none"> Consider working with MassDEP to create an incentive for property owners to comply – for example, an amnesty on fines 	City of Malden, MassDEP, private property owners	Ongoing	Executive Office of Energy and Environmental Affairs (EOEEA) Division of Ecological Restoration's Riverways Program
<p>Ensure that future Chapter 91 licenses for properties within the Corridor are consistent with the public access vision for this plan.</p>	City of Malden, MassDEP	Ongoing	
<p>Work with property owners to mitigate or fully remediate existing releases of hazardous materials. Work with MassDEP to enforce cleanup actions.</p>	City of Malden, MassDEP	Ongoing	Brownfields Tax Credit Program, USEPA, MassDevelopment, City, and MRA could create a brownfield cleanup revolving loan fund

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
INFRASTRUCTURE			
<p>Increase the safety and usability of the transportation network within the Corridor.</p> <ul style="list-style-type: none"> Conduct a temporary test of measures changing the roadway configurations along Commercial Street, Canal Street, and Medford Street Increase the visibility, enhance the condition of, and promote the existing bicycle lane Evaluate the sidewalk condition throughout the Corridor and repair as needed Assess the timing and operation of pedestrian signals and consider implementing a leading pedestrian interval 	City of Malden	Short Term	

Actions	Responsibilities	Phase	Funding and Direct Technical Assistance Sources
<p>Evaluate City's Complete Streets Program with respect to Commercial Street and Canal Street.</p> <ul style="list-style-type: none"> Define safe access for pedestrians, bicycles, cars, and trucks Create a consistent design treatment for paving, signage, street furniture and landscape that responds to the different right-of-way conditions throughout the Corridor while ensuring a consistent identity 	City of Malden, MRA	Short Term	Chapter 90
Undertake a study to determine the flood risk to properties along the Malden River based on current conditions and future projections for increased precipitation events (in terms of the number and the intensity of such events). Evaluate mitigation options in terms of stormwater management and treatment of the edge between river and land (example: City of Chelsea's flood risk assessment for food distribution centers completed by University of Massachusetts Boston and MAPC).	City of Malden, Private owners	Short Term	EOEEA Massachusetts Environmental Trust, Massachusetts Office of Coastal Zone Management's Coastal Community Resilience Grant Program
<p>Evaluate the Corridor's stormwater drainage system for proper sizing and functioning.</p> <ul style="list-style-type: none"> Increase green space for additional stormwater infiltration Encourage businesses to create additional landscaped areas and green roofs (consider zoning requirement paired with a development incentive) Develop pedestrian buffers along sidewalks with planting strips or bioswales 	City of Malden, Private owners	Short Term	EOEEA Massachusetts Environmental Trust
Create a tree planting program within the Corridor.	City of Malden, Private owners	Short Term	Greening the Gateway Cities Tree Planting Program, Gateway City Parks Program
Facilitate discussion among business owners within the Corridor to explore options for a private shuttle.	City of Malden, MRA, business owners	Medium Term	Business owners, Massachusetts Vanpool Tax Credit
Work with MassDOT to modify bus routes or add a shuttle to connect Malden Center and Wellington via Commercial Street.	City of Malden, MRA	Short Term	
Encourage land owners and developers to create a wide riparian buffer along the Malden River.	City of Malden, MRA, Private owners	Medium Term	EOEEA Massachusetts Environmental Trust
Work with MassDOT to determine the feasibility of a new Orange Line Station mid-way between Malden Center and Wellington.	City of Malden, MRA	Long Term	



SECTION VI: APPENDICES

Appendix A. Process

This study documented the current physical conditions within the Corridor and researched the existing businesses and the economic context. Documentation of those conditions can be found within *Section I: Existing Conditions*. The study process also included outreach to property owners, businesses, local nonprofits, and residents of Malden.

WORKING GROUP

The Working Group held a conference call every other week during the study process. Members included representatives from Mayor Gary Christenson's Office, the City Planner from the Malden Department of Permitting, Inspections, and Planning, the Malden Redevelopment Authority, MassDevelopment, the City Councilors from the wards within the Corridor, and the consultant team. A representative from the Mystic River Watershed Association was included in the Working Group to act as a liaison between this process and a larger study examining the Malden River in Malden, Everett, and Medford.

FOCUS GROUP

The Working Group coordinated two focus groups that included owners of Corridor businesses and properties, representatives of local community groups and nonprofits, and others with a specific knowledge and understanding of the challenges the Corridor faces. The focus group met twice to provide feedback on existing conditions and proposed implementation strategies.

The first focus group meeting, held July 13 at Idle Hands Craft Ales, centered on existing conditions and opportunities throughout the Corridor. After incorporating feedback received from the 16 attendees at the first focus group and first public meeting, the 15 attendees at the second focus group meeting, held September 13 at Piantadosi Baking Company, Inc., reviewed potential future land uses and pedestrian and bicycle connections throughout the Corridor. Feedback received from the focus group meetings is found in *Appendix B. Focus Group and Public Meeting Results*.

CITY COUNCIL

The consultant team presented to the City Council on June 6, 2017 to introduce the project and on September 26, 2017 to report on progress to date. The team made a third and final presentation prior to

issuing the final report. All City Council meetings the consultant team presented at were public meetings and televised.

PUBLIC MEETINGS

Two public meetings provided opportunities for members of the public to learn about the study process, consider proposed recommendations, and provide feedback. The first public meeting, held July 19, 2017 at the John and Christina Markey Malden Senior Community Center, focused on existing conditions and explored potential uses. The second public meeting, held October 16, 2017 at Anthony's of Malden, investigated strategies for job creation and the design and regulatory strategies required to support the economic development. Feedback received from the public meetings is in *Appendix B. Focus Group and Public Meeting Results*.

PUBLIC OUTREACH

In addition to formalized events, the planning process involved significant public outreach. Strategies included traditional outreach, such as posting fliers, and social media strategies, including posting information on the City's Facebook page. The City of Malden holds significant public events over the July 4th weekend. The consultant team attended three of those events, handed out fliers for the first public meeting, collected surveys, and answered questions about the study. For the second public meeting, the City posted an on-line survey.

The consultant team received a total of 190 surveys through the July 4th events and the on-line survey. Respondents included residents of all eight Wards within Malden, and several people from within the greater Boston area. Approximately 43 percent of respondents live next to or in the Corridor. While almost 10 percent of respondents indicated they worked in the Corridor, 76 percent noted that they never go to the Corridor. Roughly half of the respondents indicated they go to the Malden River. The top five types of development respondents would like to see within the Corridor were recreation (122 responses), restaurant (106 responses), small-scale retail (100 responses), entertainment (96 responses), and office space (52 responses). More detailed results can be found in *Appendix C. Public Outreach Survey Results*.

BUSINESS SURVEY

The Working Group developed a survey distributed to businesses located in the Corridor. The survey requested information regarding business characteristics (such as business type, years operating, business location(s), and future plans), employee characteristics (including number of employees, skill set, and employees' method of transportation), customer characteristics (frequency of visits and where customers are located), and their experience with the Corridor (including their relationship with other businesses and suggested improvements). The 12 responses informed the recommendations for supporting new employment opportunities and business attraction and retention.

Appendix B. Focus Group and Public Meeting Results

The maps on the following pages present the feedback received through interactive exercises at focus group and public meetings. Each map presents the comments received mapped to the relevant locations within the Corridor.



COMMERCIAL STREET CORRIDOR FRAMEWORK PLAN: MARCH 2018

FOCUS GROUP MEETING I, MAP I

Study Area

Commercial Street Corridor Framework Plan

Assets

- River walks
- Public transit for customers and workforce
- Dom's/NGrid site (upper)
- True Gateway to Malden (1st impression)

Constraints

- Boxed in by buildings (no road expansion)
- No dedicated turn lanes
- NGrid site (lower)

Areas to be improved

- Pedestrian sidewalks, both condition and adjoining
- Bike path in Everett
- Overhead wires
- Bus route on Commercial
- Bridges over river for pedestrian and bikes (and T too)

Basic Improvements

- Off hour road work
- Footbridges over 60 and Commercial by T
- Shuttle service downtown to Commercial
- More signage/wayfinding and business names

Opportunities

1. River/green space
 - open space
 - nature
 - wildlife/peace
 - extend
 - pedestrian bridge
 - to Medford Street?
2. Bike path
3. T access
4. Local amenities
 - enhance
 - tie public in food production
 - artist signage

Constraints

1. DPW
 - eyesore
 - centralized
 - innovative aesthetic?
 - Improve "green" industrial look
2. Parking stress
 - new developments
3. Private property
 - opportunity - public
 - constraint - working with ...
4. Heat island

Future

1. Artist design (e.g., Idle Hands design)
2. Cultural center for informal gatherings bigger groups
3. Trade bazaar
4. Incubator - feed into 1 & 3
5. Evening/weekend hours
 - how to improve accessibility (building)
6. Transparent media center (e.g., Boston Public Library)
7. Food/creative cluster

Future Problems

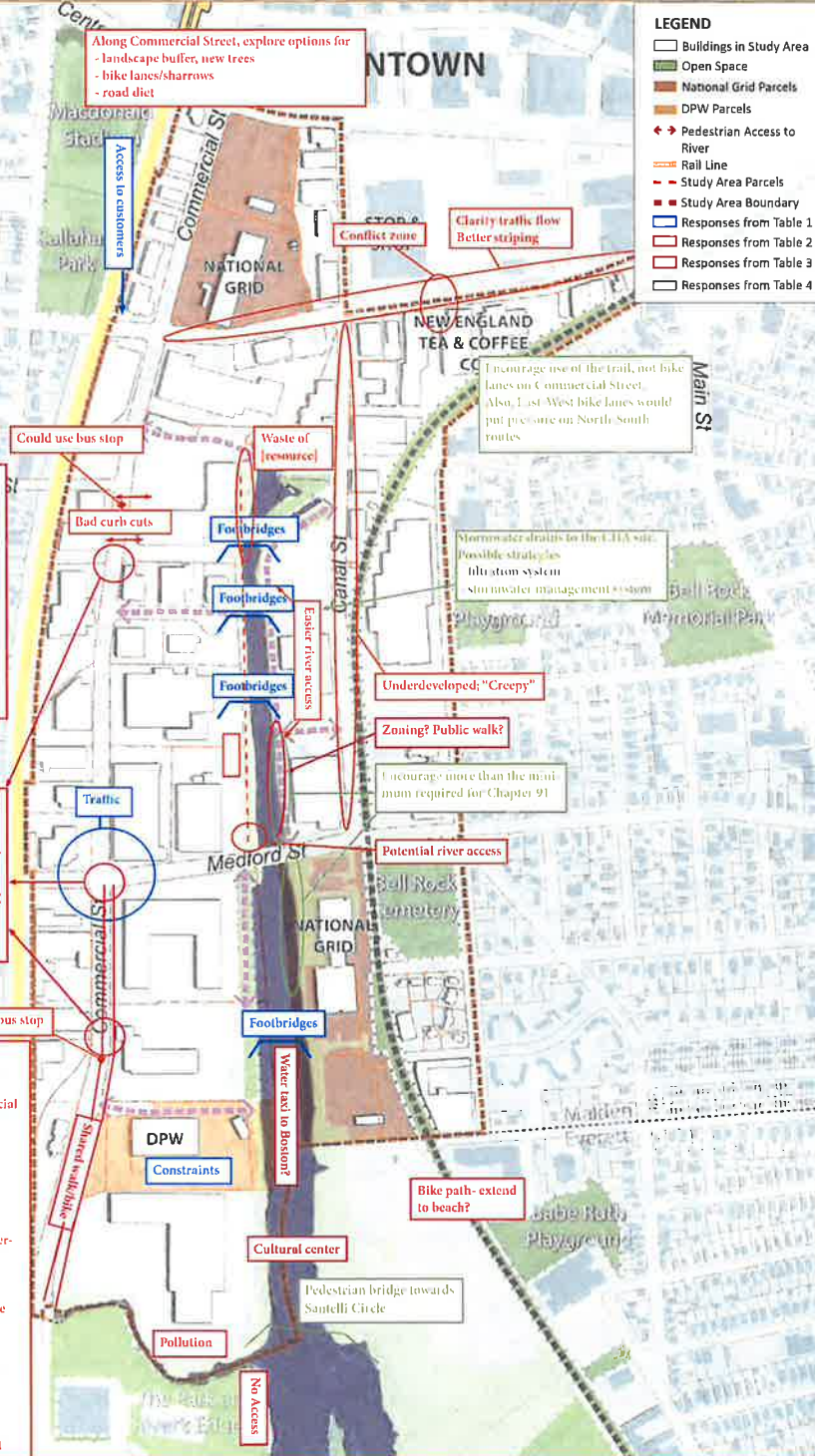
1. Property owners
2. Funders - leverage economic development?

Assets

- River might be easier to access via Canal Street
- Are trees too big? Liability?
- Services within corridor (Hallmark Health, Social Security, Super 88, etc.)
- Turn lanes important

Challenges

- Not pedestrian friendly; dark at night
- Super 88 parking lot feels too big
- entrance/exits to Dunkin' Donuts difficult
- Need bus stops! Especially with public/social services in corridor
- Canal Street creepy to walk down
- Don't know how to get to River (need walking path, signage, amenities); possible water taxi to Casinof?
- No buffer for bikes from 18-wheelers
- 4-3 lane split - look at Waltham
- Charles Street - lane too wide, not well marked
- Expansion limited by lack of bus stops
- Adding density limited by parking regulations
- Possibility of hotel?
- Catalytic development/regional draw to attract

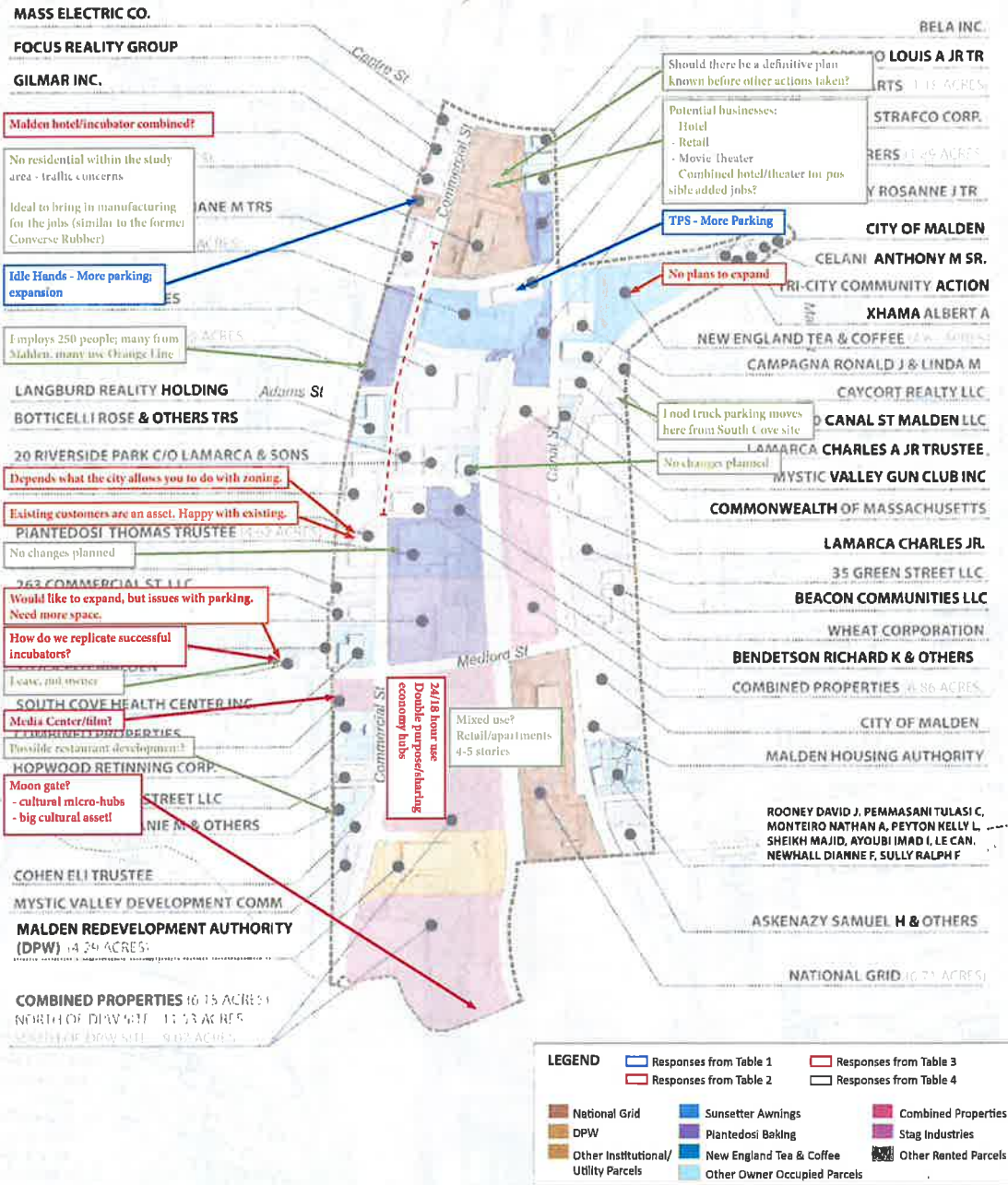


HARRIMAN

July 2017

Ownership

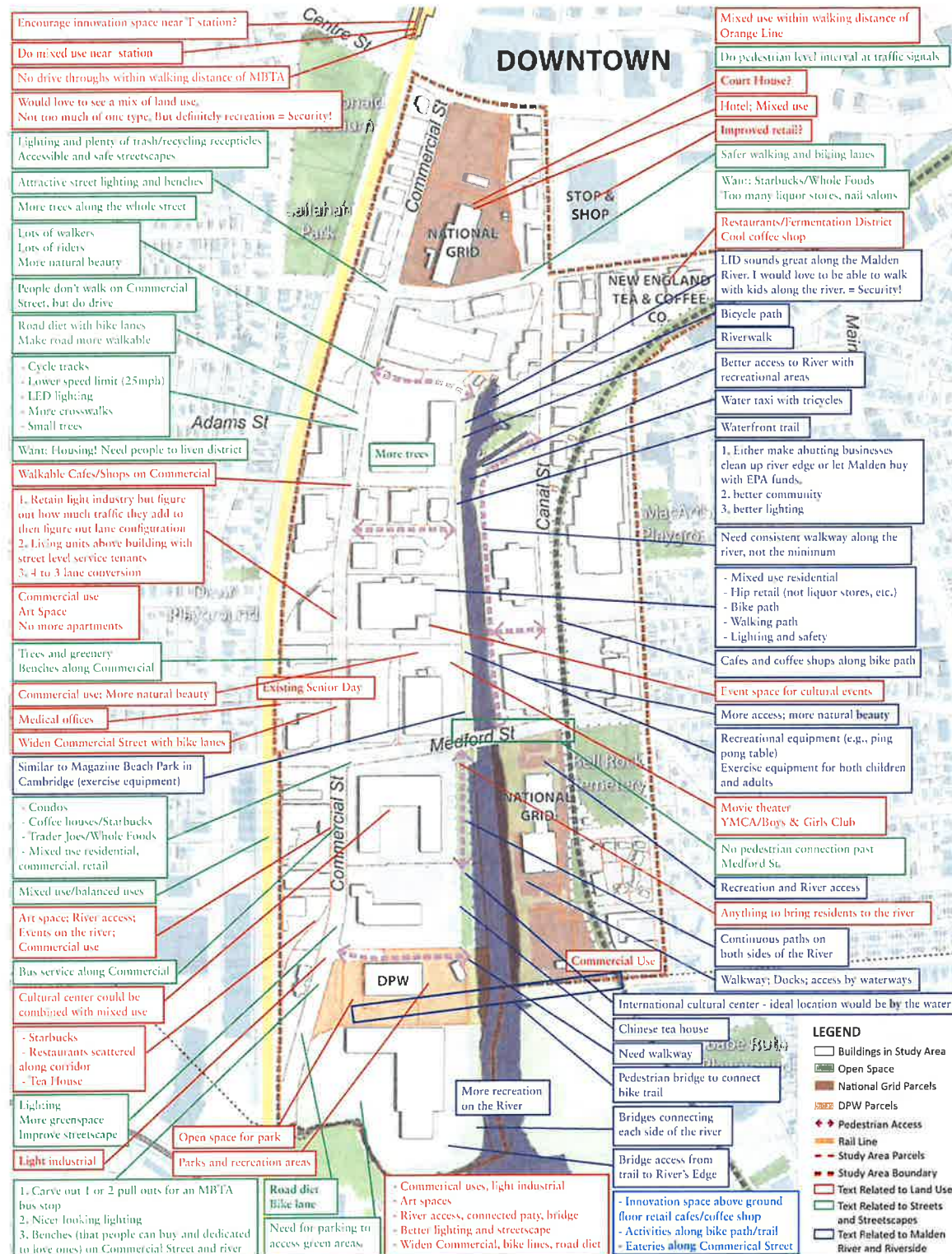
Commercial Street Corridor Framework Plan



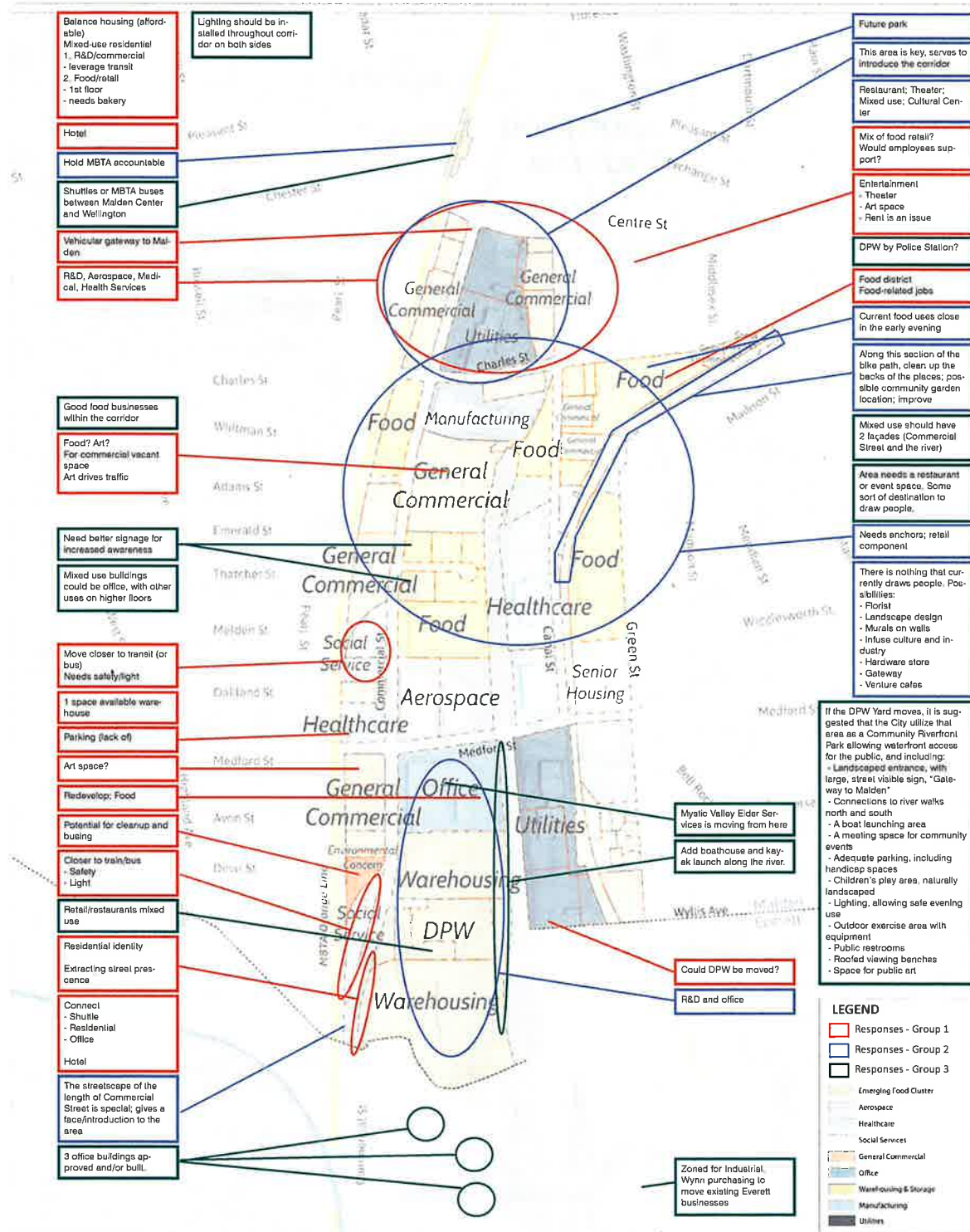
Exercise 1: Opportunities and Constraints



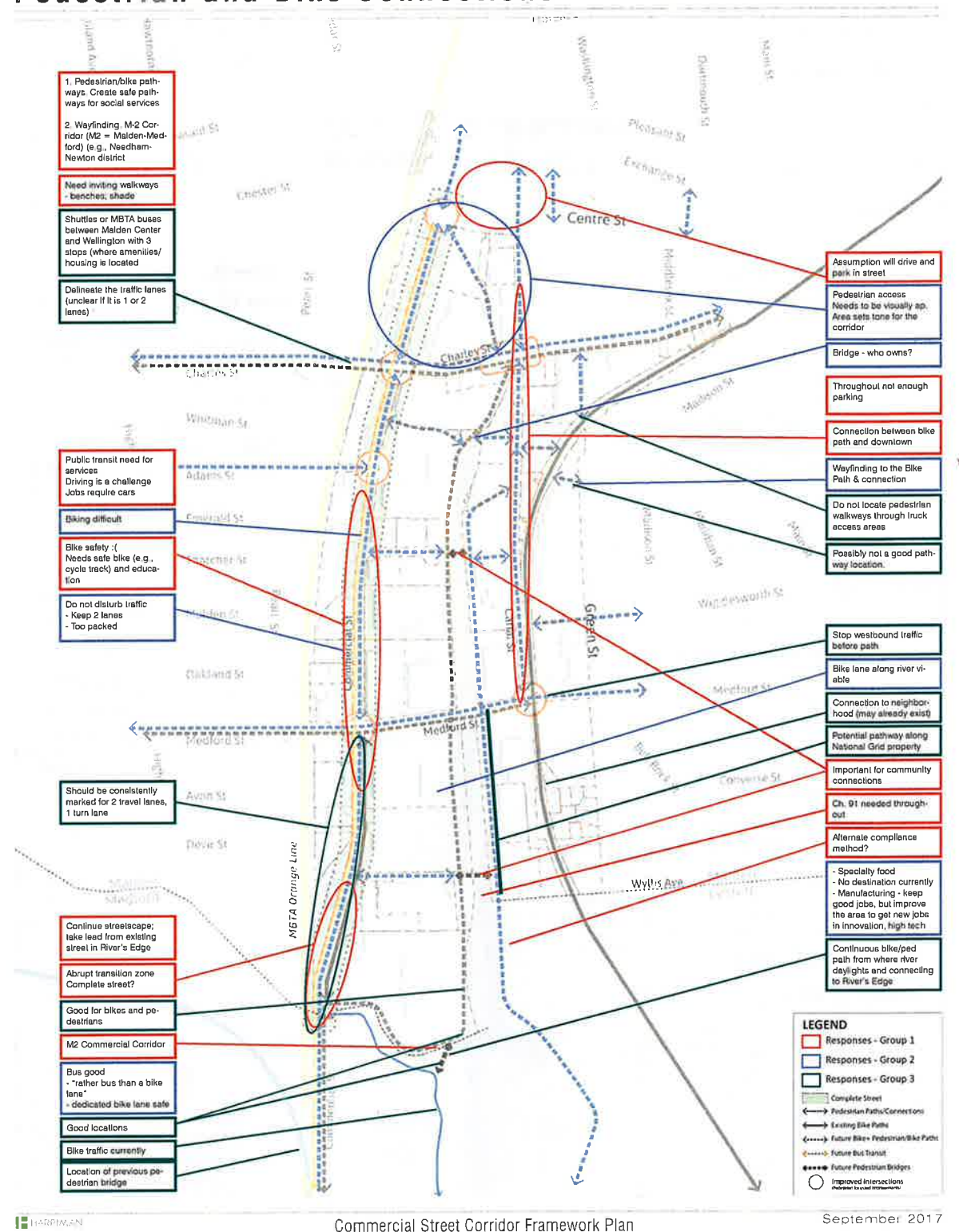
Exercise 2: Possibilities and Preferences



Potential Future Land Uses



Pedestrian and Bike Connections

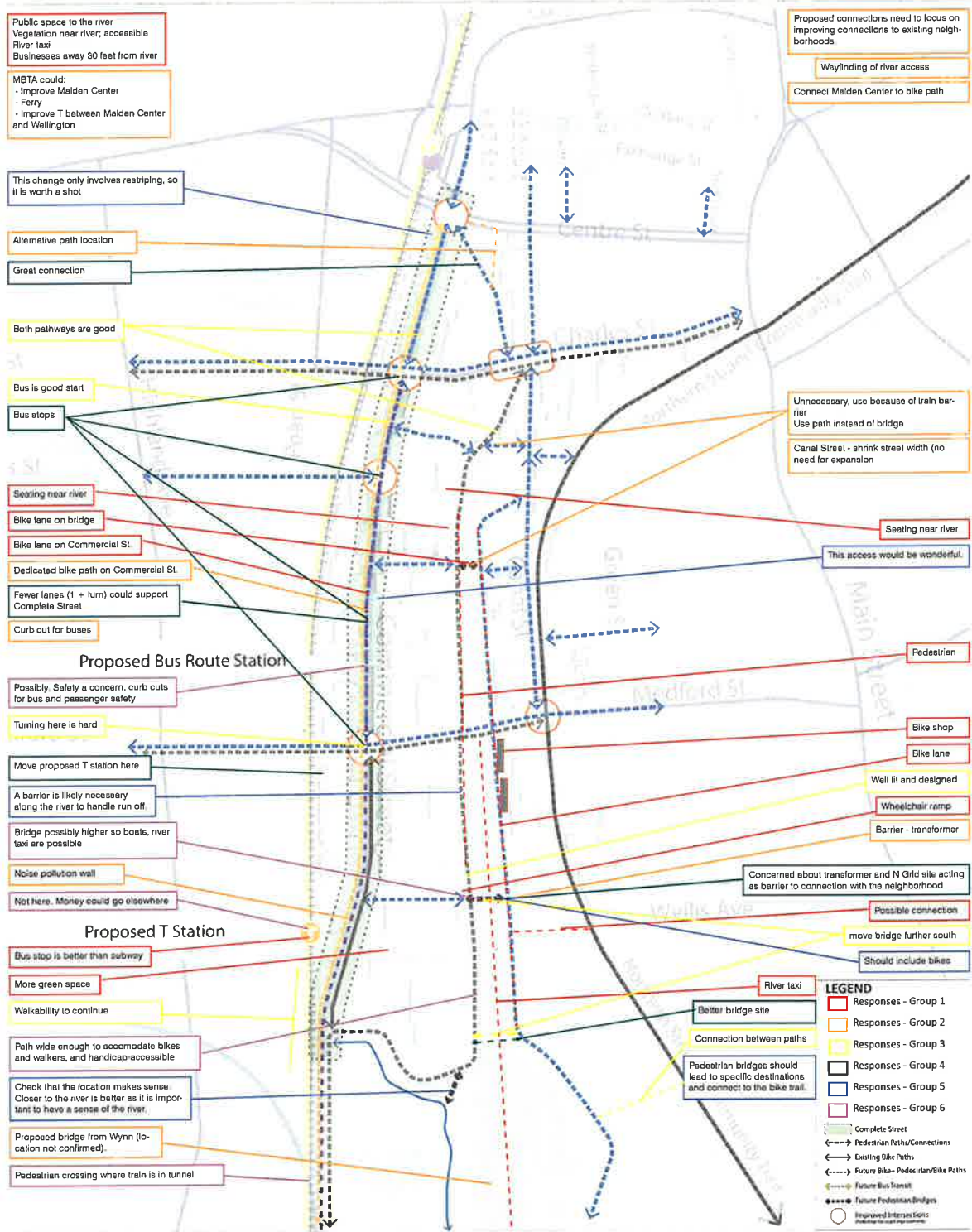


Potential Future Land Uses



October 2017


Pedestrian and Bike Connections





Appendix C. Public Outreach Survey Results

The questions for the survey were available in both the physical card shown below and in an expanded online survey, from the initial distribution during the July 4 weekend outreach to the final public forum. Overall, 190 responses were received. The demographic results of the survey are categorized on the next page and results from the qualitative questions are summarized on the pages that follow. Residential use was not included as an option for last question as a residential construction moratorium was in place during the survey's distribution. The responses to the physical and online surveys are consolidated and listed in alphabetical order. Some comments have been edited for clarity or to group similar responses.



We need YOUR thoughts!
 The City of Malden and Malden Redevelopment Authority are evaluating the current land and building uses, current and potential jobs, and improved access to the Malden River within the Commercial Street corridor. We would like to know how you use the Study Area and what businesses and activities you would like to see in the corridor.

What ward do you live in? ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8

Do you live next to or in the Study Area? ☐ YES ☐ NO Do you work in the Study Area? ☐ YES ☐ NO

Do you go to the Study Area? ☐ YES ☐ NO

Why or why not? _____

Do you go to the Malden River in the Study Area? ☐ YES ☐ NO

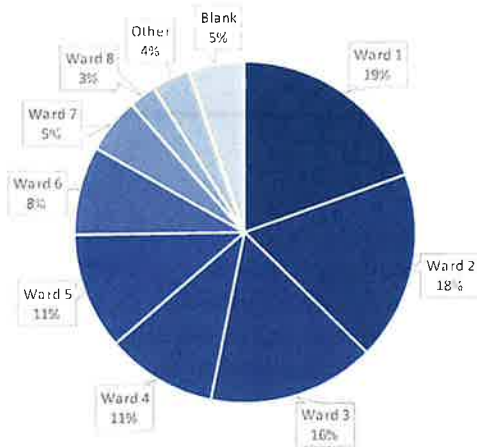
Why or why not? _____

What kind of development would you like to see in the corridor?

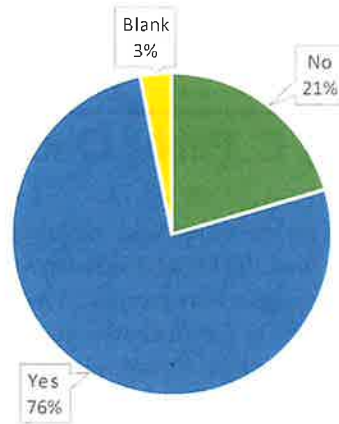
☐ Manufacturing ☐ Small-scale Retail ☐ Office Space ☐ Medical Facility ☐ Restaurant

☐ Hotel ☐ Biotechnology Laboratory ☐ Entertainment ☐ Recreation ☐ Unchanged

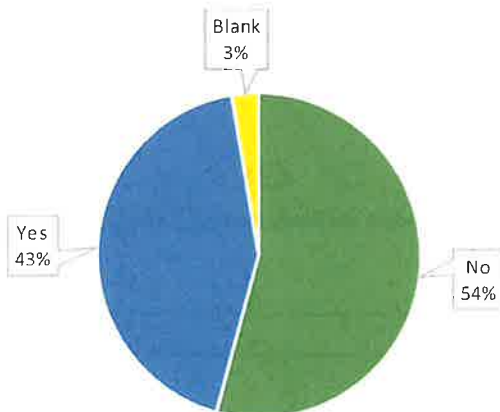
WHAT WARD DO YOU LIVE IN?



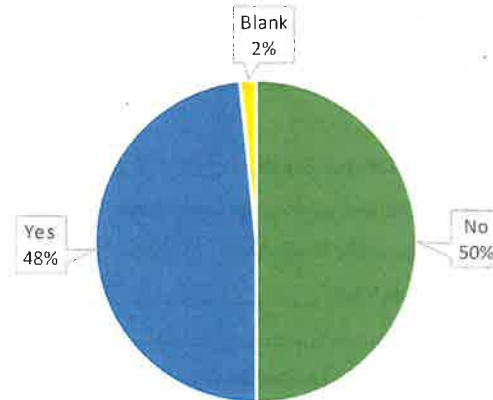
DO YOU GO TO THE CORRIDOR?



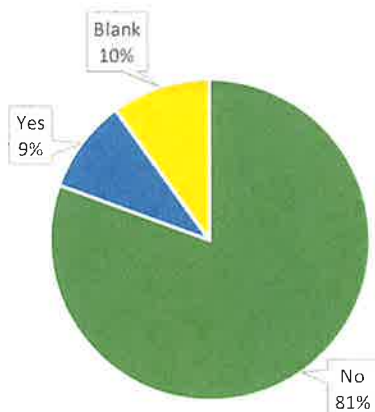
DO YOU LIVE NEXT TO OR IN THE CORRIDOR?



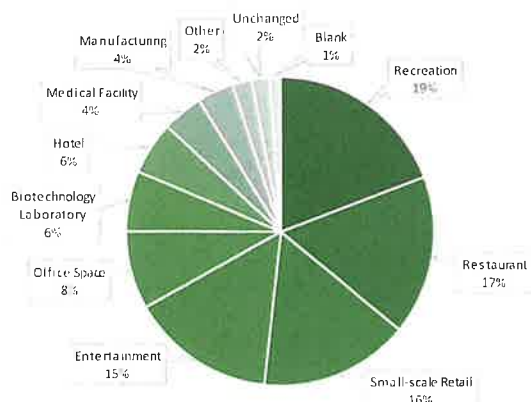
DO YOU GO TO THE MALDEN RIVER IN THE CORRIDOR?



DO YOU WORK IN THE CORRIDOR?



WHAT KIND OF DEVELOPMENT WOULD YOU LIKE TO SEE IN THE CORRIDOR



WHAT KIND OF DEVELOPMENT WOULD YOU LIKE TO SEE IN THE CORRIDOR?

- Access
- Active recreation, though represented nearby with Sky Zone, Boda Borg, and Rock Spot, took a hit with the loss of Ryan Family Amusements. A night club dance hall theater space type of venue is missing from central Malden and could also double as a daytime recreation space for teens/seniors
- ANYTHING but multifam residential
- Anything except more housing units
- Apartments
- Baseball stadium
- Bike lanes/tracks; Bike share; Shuttles to MBTA; Farmers Market
- Condos, apartments, mixed use retail.
- Even and non-broken sidewalks for wheelchairs
- Green space with cafes
- High end condominiums and apartments.
- High tech manufacturing; Baseball stadium; Residences
- Housing (condos); Mixed-use Housing
- I think it's really important to the community to maintain light industry in this Corridor. These are important jobs to have access to for a diverse workforce. Letting all industry be pushed out to further away towns is bad for our community and for the region as a whole. However it would be great to see the area diversify a little to add some additional employment density and destinations and services that connect the area to the surrounding neighborhoods. Currently the industrial corridor, along with the river, separate Edgeworth and Bellrock but have the potential to bring them together
- I want to see residential mixed use condos; studio, 1, 2 & 3-bedrooms retail/office on 1st floor & 6 floors of residential above that
- idk
- Just please make it look less like an industrial wasteland. Stop treating it like the junk yard of Malden. Stop creating massive parking lots along the river (like the new one on the corner of Canal and Medford. Why couldn't that have been a park? Or a daycare center with a real place for kids to play?
- Kid-friendly franchises (i.e., similar to Legoland or Chuck E Cheese)
- Local Retail
- Malden needs more nature/trees
- Manufacturing is okay - provided it is non-polluting
- Mixed-use/Residential with walking distance of the T station
- More green space for residents, more parks for kids. beautify that corridor as it's now mostly industrial. it has so much potential for natural beauty!

- More lights, park area friendly for outdoor activities and running
- More pedestrian friendly green space along the west side of the River in the study area. Less slapping up matchstick apartment buildings in any available space
- Movie Theater
- Narrowing from 4 to 3 lanes to accommodate turn lanes, make safer pedestrian crossing, bike lane
- New condos like Medford
- Nice apartments and condos with ground floor retail. Movie complex. Whole foods
- No more Asian restaurants or high rise apartments we have enough and I heard the city is building more at the end of the square????
- No residential
- Open space for recreational activities
- Please keep it natural
- Promote as much green space, nature, walking, biking access, within other needs/desires as possible. Both can be achieved
- Recreation along Malden River
- Recreational marijuana (as close to the MBTA as possible so we can get a lot of tax revenue), some public green space so people can appreciate Malden's beauty
- Recreational Marijuana Dispensary
- Recreational Marijuana sales, Art Gallery, public green space
- Residential / mixed use residential
- Residential...most of the study area is within 1/2 mile and all of the study area is within 1 mile of a heavy rail line. A majority of the study area is waterfront property. So recreation, small retail and a mix of uses would make sense considering the precedent of waterfront development going on in neighboring cities. I would not be opposed to an innovation district which focused on incubator spaces for smaller light manufacturing, R&D, maker-spaces and tech. (<https://www.brookings.edu/innovation-districts/>) but I believe that these districts are most successful when they are paired with residential and high-quality recreation and gathering spaces. Lastly, Malden no longer has a central gathering space in the City with the demolition of City Hall and the plaza in front of it. The city desperately needs a place to hold events. Cambridge has Danahy Park, Somerville has Foss Park and the new waterfront at Assembly, Medford has Hormel Stadium and adjacent athletic fields along the Mystic. Malden is missing a central gathering place. It has a strong collection of neighborhood-scale parks, but it is lacking a place that residents can identify as common place for all where events could take place at a city-scale. Waits Mount park is the closest thing Malden has to such a place (arguable Fellsmere Pond too) but these are challenging to access and I believe the riverfront and an adjacent parcel (or two) would make a strong candidate for a Malden Common
- Small parks
- Something other than Asian food. Maybe a steakhouse, with a small live music venue. The local brew pubs are nice, this would accentuate that. Keep business in Malden, rather than Assembly Sq or going into Boston
- Something that bring more people to the area with higher paying jobs, including higher end apartments/condo

- South Cove Asian Health Center (previously rejected by Planning Board, but the City has a large Asian population that could be served); Movie Theater
- There is ALREADY new construction underway at Commercial and Medford Streets (across from the former Dockside location) and also at Canal and Medford Streets. Think the area is just fine AS/IS. The LAST thing we need are more restaurants and apartment buildings! I am interested in the mix of restaurants and retail coming to the Pleasant Street area now that the old City Hall building has been demolished. The mix THERE is much more important than in the corridor mentioned here!
- There is already plenty of office space and residential opportunities at River's Edge and Medford Mews/Moderna (whatever they named it). If there could be "green" manufacturing that would employ humans, that would be beneficial to our area. We do need more employment opps in this area
- Walking and biking trail, parks. Malden is the 2nd most densely populated city in MA. Please no more manufacturing, offices, medical. Maybe some lower-density housing such as Bay State Commons cohousing group wants to build in Malden, but no ginormous luxury apartments. Community gardens

WHAT ARE THE ASSETS AND CONSTRAINTS IN THE STUDY AREA?

Top Five Responses

	Assets	Constraints
1	Accessibility	Traffic
2	Malden River	Current aesthetics
3	Potential for Retail	Current land uses
4	Size of the area and available space to redevelop	Bicycle and pedestrian infrastructure
5	Aesthetic potential	Lack of public access to the Malden River

All Responses

- Access to river frontage
- Access to the MBTA and the river are assets, I'd need to know more to site constraints
- Accessibility by walking and parking for cars
- Area has much potential, and seems like some of the area can use an upgrade aesthetically, (chain-link-sort fence with industrial, business tidiness, lot clean up). Small businesses can utilize access/location (if possible) to bikeway rail trail would be great for potential future business hopefully when bike-way grows in popularity and traffic fuel business visibility. It would be wonderful for Malden River walkways to be modified, more accessible, more attractive and noticeable perhaps even accessible/connected to bike-way .
- Area is an important residential, relatively quiet, relatively less-traffic area for residents who live near Highland Ave.
- Asset is it is quiet and low traffic

- Asset: Near Orange Line MBTA station. Constraint: Unwelcoming to young people. Not a restaurant/retail destination or residential place.
- Asset: plenty of room for pot shops and other businesses.
- Assets are the amount of space in area, no constraints
- Assets are: mature tree lined streets, a waterfront area (though privately owned and miserably maintained) proximity to Malden Center MBTA station, proximity to downtown, ease of access from points south by way of Wellington and Rivers Edge Drive, strong commercial development on Rivers Edge Drive in Medford. Constraints are a street grid that was designed around tractor trailers, minimal to zero pedestrian or cyclist accommodations, no horizontal access across parcels. scale of buildings and street grid that is better suited to a warehouse district in Woburn than an area that is adjacent to a heavy rail line and has the potential to be its own mixed-use enclave. Minimal park space. no public access to the waterfront. and a river that is constantly polluted by upstream neglect and adjacent land uses' lack of stormwater management practices. The last constraint is a large land owner in the study area.
- Assets: accessibility via Public transportation/bike corridors; Malden River; Constraints: legacy polluters, DPW, chain link Fences
- Assets: Malden River, Bike Trail, History, space for recreation/sports, room for mixed use Constraints: lack of access to Malden River, cleanliness of the river, traffic concerns
- Assets: close to downtown, view of Boston skyline, waterfront
- Assets: Easily accessible by T, bus, car. Has the potential to be more pedestrian friendly along either side of the River.
- Assets: Location to Medford, T, Boston, River Constraints: Traffic
- Assets: River, bike path, low traffic Constraints: existing businesses/lots
- Available space for redevelopment Traffic density
- Biggest constraint will continue to be National Grid. Asset is the river, if it can be cleaned up and made more accessible.
- Bike path and high car traffic. Should not make it hard to revitalize area.
- Bike path disconnected from river by Canal St and both hidden away from Commercial Street by the existing development with lack of inviting/accessible sidewalks
- Congestion has gotten terrible since all the multifams have gone up. Also, the T is so crowded now during peak times. We've really suffered because of all this development.
- Constraints are not thinking big. We need to move away from Industrial.
- Constraints are that it is very close to residential areas and other businesses such as restaurants have failed in the past. Currently there is no bus line that stops in close to Malden River and Wellington Station is hard to travel from to get to that area due to the traffic and way that the sidewalks are set up. Also there is little parking. Assets is that it is close to residential area that it would be easier for people to walk to.
- Constraints: industrial; not on a human scale; dirty; unattractive; feels unsafe Assets: great location just outside the downtown and along the river; accessible via bike; walking distance between two major T stops
- Dirty and poor traffic flow.
- Good location with few businesses; roadway condition getting worse.

- I believe the assets are MBTA, the retail stores on commercial street and the traffic of commercial street as well.
- I think that biotech would be a huge asset. We are close to the great biotech centers on Cambridge and Boston but closer to where people want to live and easily accessible by T.
- If you let people live there it will make the area more vibrant.
- It could be a beautiful area of Malden
- It is a great area that is home to many successful commercial businesses including Piantedosi, Dom's Sausage, National Grid and New England Coffee. Mixed in between are great little places like Idle Hands Brewery, Dunkin' Donuts and a number of others. An asset is it's close proximity to the MBTA which would also give riders pretty prompt access to the City of Boston. The MBTA may also be considered as a constraint as the land that the tracks are located on limit land use.
- It is an important north-south passage that is currently under utilized. Few businesses or destinations encourage high speeds on the road.
- Leave it alone
- Location along river and rail & bike line, along with significant population around the area. Use the space to create some open space by the river and some entertainment/restaurant options. Link up bike & walking trails. Constraints are permitting and traffic congestion
- Location, traffic and excessive noise
- Lots of construction in the area, seemingly endless, but the area should be developed as soon as possible.
- Malden River could be a beautiful area to develop. Issues remain with traffic, especially in AM on Medford Street
- Malden river is an asset. Proximity to T. Walkable for many communities. Large areas if underdeveloped land.
- Most people who work there don't live in Malden. They don't buy local. If you put some housing there the area would be alive at night. No night life.
- National Grid's property has some natural areas; they need to make access to that available in fact isn't that required?
- Needs better walkability / bike usage to better expand access to folks from across Malden
- No industry / Manufacturing please
- Not sure
- Obv the NGrid site is both an asset and constraint. Whatever happened to the baseball stadium?
- Open space. Constraints are access (limited roads) but I wouldn't want more roads built
- Parking
- Poor use of available land. City services should be moved elsewhere
- Pro- Malden River Con- National Grid site Con- Contamination
- Right on the water what a great place for restaurants and activities.
- That section of Commercial St. and nearby Medford street are already heavily congested especially around morning and evening commute. Traffic backs up all the way to and down Highland Ave.
- The asset is waterfront property, the constraints I am not aware of.

- The biggest problem is the Malden Redevelopment Authority. They think that they can “make things better” or “fix” problems
- The closeness of the businesses I go to is great. The traffic of that area is horrible. I don’t go beyond that area because it seems to be all warehouses and factories and I don’t need that.
- The constraint would be the blight brought to the area
- The Malden river could be a nice waterfront attraction if cleaned up... Possibly a place for a picnic, outside concerts, fishing, bicycling/walks etc.
- The Malden River is the biggest asset. The lack of a MBTA station between Wellington and Malden Center is the biggest constraint.
- The number of buildings that are directly against the river constrain access, and obscure the beauty of the river. However the area is easily accessible and convenient.
- The river
- The river is the biggest asset but we cannot get there. Another asset is the tax base. A last asset is the opportunity to grant access to the river, increase the tax base and take advantage of the opportunity to integrate with Malden Center/Square.
- The river itself
- The river, bike path, and trails are an asset. The constraints us that it’s ugly and unsafe for pedestrians. Although thousands of people live in walking distance, everyone drives because it’s so unwelcoming and unsafe for pedestrians and cyclists on the road. The bike path is great, but it doesn’t help you to get to Commercial St or Malden T or Wellington T.
- The space is great for residential use to foster community involvement and access and inclusion.
- The study area is close to downtown and the orange line station as well as the neighborhoods. However, the barriers of the train tracks and the river somewhat limit east west connectivity. The corridor is underutilized but far from empty, so any redevelopment could be disruptive for existing businesses.
- The traffic is already bad there, especially during the morning and evening commutes. I live in the area and walk to Malden Center and have almost been hit by drivers who don’t follow the rules. The area already gets super congested. So building a DPW yard would be even more dangerous
- The water on both spectrum’s. Water should be cleaned for use, area should be well lit.
- There is a lot of space that’s relatively close to the T that would be great for a new walkable retail/living area
- There’s a lot of rush hour gridlock, but otherwise it’s very accessible.
- This area is very industrial-looking and not inviting. It’s not a place I would currently like to spend time - ugly buildings, no natural beauty, does not feel especially safe or walkable. It’s asset is that it has potential - right near a train and the river.
- This is a commercial district which is turning into mixed use, therefore the DPW yard fits the bill.
- Too blue collar. just walls no fun
- Traffic (3 responses)
- Traffic and access are constraints. Assets are the river close park areas and trails.
- Traffic is horrific. That’s a different study. It’s a walkable area.

- Traffic. Traffic from 93 goes in and out of that area through RT 60 and commercial street. Traveling from ward 6 to study area generally takes 20+ minutes to get to the study area.
- Two T station connections, nearby residential areas, need for safer alternative transportation options to cut down vehicular traffic
- Well, it's currently rather 'industrial' and the roads are rather limiting.

WHICH AREAS COULD BE IMPROVED AND HOW? (FOR EXAMPLE: PEDESTRIAN ACCESS, RIVER ACCESS, OPEN SPACE/LANDSCAPE)

- A riverfront business would be great! Food/drink/music... a riverfront walkway
- A road diet and additional pedestrian and bike accommodations would make this area more hospitable. River access and even River focused development. The MyRWA Greenways Initiative would connect this stretch with hundreds of thousands of people from the North Shore.
- Access to the river and pedestrian access should be improved.
- Add a bike path.
- All listed
- All of the above (2 responses)
- All of the above. Space for pedestrians, bikes, river access and open space/park.
- All of the above. This is one of the main entries into our city it should stand out, be well labeled and manicured, it should show people the best the city has to offer.
- All of the examples, pedestrian access, river access, open space/landscape which make the area feel safe for visitors, encourages lingering, supports performance/the arts
- All of these areas could be greatly improved - pedestrian access, river access, open space, and landscape beautification.
- Allow access to the River and create pedestrian walkways
- Better pedestrian access to MBTA
- Better pedestrian and green space access is needed.
- Better river access, more walkable areas
- Better sidewalk maintenance, develop bike lanes (most of the study area is dangerous via bike), better lighting for all-day use and still ensure safety
- Bike lanes
- Bike/walking access to river
- Canal street needs to be repaved. Pedestrian crossing can be sketchy.
- Cars go too fast on commercial Street. Decrease speed limit. Get rid of National Grid site and replace with mixed use like Jefferson Apartments.
- Commercial St could easily be converted from 4 to 3 lanes and bike lanes put in to match some of the treatments in Medford. Canal St could also be made much more ped & bike friendly. Wherever the city has

access the waterfront should be improved in the short term and it should be made more obvious that the river is even there. Some wayfinding information in the corridor could really help make it feel inviting even before any significant changes take place. The east bank seems like there is more potential for new access to the river in the short-term especially if the city and Everett can work with National Grid to get public access to that section of the river.

- Commercial street and medford street have alot of pedestrian traffic, but the city continues to treat them as an afterthought. Traffic counts on Medford and Commercial that have not been updated by MassDOT since 2001 (though I know there have been other traffic volume counts done since 2001). The river itself and river access could be improved with a zoning overlay (similar to Waltham's Riverfront Overlay District) Open Space in the form of a gathering place for Malden residents that doesnt necessarily have athletics as its primary use. The bike path is adequate, but certainly not winning any awards as it. It could be improved with better lighting, better landscaping, cleaning up of fences and property boundaries, educational and interpretive signage, benches or areas for respite.
- Connect the river access points
- Definitely peds. we need a trader joes like yesterday
- Despite what is done there is an barrier between the area and the center/downtown. By this I mean Center Street, parking garages, a huge, underutilized parking lot and the National Grid gas works. Baseball park?
- Force developers to create a wider foot/bike path along the Malden River. Like Combined Properties for example!!
- I would like to see Orange Line T Stop at near to Medford Street
- I'd like to see much more landscaping/green space. I'd also like to see expanded parking for access to Rivers edge, which is beautiful but there are only 6 above ground spaces available.
- Improve access to river, accessible paths
- Improved turning signals at traffic lights. No Bikes lanes
- It does not feel that walkable except the bike path
- Landscaping, maybe a bigger green area. Improved and additional sidewalks, another bridge over the river.
- Leave it alone
- More advertising and a huge MBTA clean up. Every day I see alcoholics and drug users in and around the station and it makes the city look cheap and sleazy. Would you want your kids walking through there>>>
- More businesses. Promotion of the park and convenient parking. Please pave the road.
- More green space and more recreational opportunities.
- More public park area, pedestrian access, open space and landscape.
- More public uses, pedestrian and visual access to water, connection to downtown, have the front of buildings face the water not loading docks and service entrance, have more public land use (retail, restaurants, paths)
- More river access and open space for parks/recreation
- More things for young people to do. Make it hip. Right now its dirty and industrial.
- Needs to be more walkable - i.e. fix sidewalks, shovel/salt them in the winter, should be cleaned, etc.
- Nothing.

- Open safe, Peestrian access, river access, park lands
- Open space & greenery. Integrate the area into malden and surroundings by making it a focal point, not eyesore. The potential is there
- Open space, landscape
- Open space, River access
- Open space, river access, pedestrian, clean up area for use
- Open space, small business specifically food and better pedestrian access.
- Pedestrian access public parks along the river A new T stop between Wellington station and Malden center so that people can go to BJs (shopping area easily)
- Pedestrian access could be improved by bus stops, it's hard to get there to walk around without this as an access.
- Pedestrian access to the river, open space. Expand on park by rivers edge.
- Pedestrian access to the river.
- Pedestrian access, green space, gathering areas with benches, tables
- Pedestrian access, river access, open spaces, knowledge of the area, and community events in the area
- Pedestrian and bike access
- Pedestrian and river access
- Proximity to MBTA station is good for mixed use residential use. Should be like Station Landing or Assembly Square. Should have retail and restaurants on the river. Access without a real destination does not work.
- Put really hip bars, apartments, condos and movie theater on Commercial Street.
- River access
- River access and cleanliness.
- River access and open space
- River access and park space.
- River access could be improved.
- River access, bike path
- River access, bike path lighting, lighting in general, more use of lots
- River access, open space & landscape. Would like to see more pedestrian walkways along the river
- River taxi to and from Assembly. More green space.
- See former comments. As many trails, greenery, as makes sense. If you need help, I would love to be involved. I have a passion for fruit trees, edible fruit plants/bushes, etc. Why not have trees which can produce food if practical and doesn't make a mess (over sidewalk or street, etc).
- Since I'm not really familiar with the landscape I'm not sure however, open space is getting to be a premium! We have enough construction going on in the city.
- Slower speeds for greater pedestrian safety, river and bike trail access at Anthony's, green space for everyone, area around supermarket has become a dump site and needs to be cleaned up

- Stop catering to cars only. Cut commercial street to one way in each direction. Add a separated, buffered bike lane. Add landscaping so no longer looks like an industrial wasteland full of parking lots that pollute the river. There should be a complete path on both sides of the river so pedestrians can do a complete circle.
- The entire river area needs river access, open space/recreation use/trails
- The Malden Greenway will provide ideas to existing landowners to provide pedestrian access for the Malden River. There needs to be a continuous Bike Lane up Commercial Street (both sides). There needs to be safe access for bikes and pedestrians from the local neighborhoods
- The street has potholes and needs to be paved.
- Think the bike path certainly has improved access for a number of people including pedestrians and bicyclists. Since I have not taken advantage of the path myself, I truly cannot comment. What I do know is that it seems to be extremely popular (the bike path) with a large number of people!
- Traffic controls, pedestrian access, mass transit improvements.
- Well lit bike path, pick up litter along bike path, better river access, parks and open available space for kids to run in a city.
- You can't really see the river at all from the street. And the bike path is not well connected to Commercial Street. The pedestrian experience on Commercial Street is unpleasant (lacking shade and inconsistent sidewalks)

WHAT DO YOU WANT TO SEE IN THE STUDY AREA?

- A clear path from pleasant street to the river, a continuous path along the river, restaurants, offices and residential along the water
- A transition to more upscale amenities and green space.
- Access for kayak and other small crafts
- Add buffered bike lanes to Commercial St. Remove parking lots, add parks and add street scraping, ask businesses along the corridor to improve access to the river and help clean it up, add traffic calming measures to the roads, make it easier to cross over the Malden Center T. There's so much that needs to be done to improve this desolate area.
- All dumps gone. Spadafra junk yard, Gas company, store 88 and all manufacturing facilities that keep trash out all weekend long for pick up. Also get rid of the DPW and move it next door to the police station where it belongs.
- All of those options!
- All the above.
- Anything but multifams!
- Better accessibility!
- Better lighting, access to the River for kayaking, picnics.
- Bike lane to bike path, cleaned up Green space
- Bike path!
- Build the new DPW yard in a commercial area, away residential neighborhoods. Or just keep it where it is.

- Commercial street be transitioned to a two lane with center turn or three lane road (two lanes headed southbound). Medford street could remain as a four lane roadway, but fog lines should be painted and street should be restriped to have 10.5 or max. 11' lane widths. The intersection of Medford and Commercial is 24' from curb to centerline, but chokes down to 22' under the bridge, The 22' (or 11' lane widths) should be continued east to Canal Street where it begins a two lane road. Alternatively, consider reducing Medford to a two lane east bound and single lane west bound between canal and commercial streets. Charles street desperately needs pedestrian improvements and a majority of the sidewalks do not meet ADA standards. The same is true for Canal Street. Canal street is approximately 39' curb to curb, and offers on-street parking. However there is no need for on street parking since all the development on Canal Street offers ample (very ample) off-street parking and these parking lots are rarely, if ever, over 50% capacity. Canal street is a strong candidate for a roadway diet and could benefit from street trees, curb bump outs. This would be very challenging, but if Commercial Street was a one way street southbound between Charles and Medford streets, that would offer the opportunity for canal street to have two lanes northbound and one southbound lane and may ease congestion issues on commercial, while simultaneously offering an opportunity to improve pedestrian accommodations on both streets. I want to see a continuous, publicly accessible path along the malden river that offers residents nearby the opportunity to enjoy the waterfront lands that they have been cut off from for generations. I want commercial properties on the western side of the river to do their part in cleaning up the riverbank, removing unnecessary fences that extend into and over the water, and re-orient their buildings to face commercial street, allowing an additional, pedestrians and emergency vehicle only access promenade on the western side of the river in the rear of these buildings. I want Anthony's to stop stockpiling organic material and spent wood on the rear of their property and intentionally dumping waste, excess snow and other debris into the river. I also want stronger environmental standards for commercial and industrial parcels along the river when it comes to their extensive impervious areas. These large, expansive parking lots contribute surface runoff and polluted stormwater, untreated, directly into the public waterway. I want to see my neighborhood become somewhere I can be proud of living. I want to say "I live in Malden" and people not say "oh that's up and coming..." or "oh that's getting nicer" but instead say "I would love to live there" or "there's that great [insert any amenity here] (brewery, park, restaurant, gym,) that I love visiting in Malden, that's awesome you live so close to it". Lastly, but most importantly, I want the city councilors of both Ward 1 and Ward 2 to focus alot more effort, time and consideration into this area over the next 5-10 years, because if they dont, we will end up with something that developers pick for us, and not something the community wants as our neighbors. Thank you for taking the time to read this.
- Commercial Street roadway limits should also be improved. Road does not need to be 4 lanes except at intersections. A median island similar to Rivers Edge Drive would improve the aesthetics.
- Don't want DPW in a residential area so bad for real estate and taxpayers
- DPW on Pearl st. is bad for families
- Expanding the park. Supermarket alternative to stop and shop. Wasn't there going to be a ballpark at one point? And also a redbones?
- General improvements
- Get rid of the no left turn from Commercial on to Medford St
- Green space and a bike trail. Public restrooms that are non-gender specific. Bottle stations.
- I am not a huge fan of industry but folk need to work, so mixed use housing, workplace and retail (Including food) would be great

- I am opposed to the moving of DPW Yard to the Pearl St/Triangle area
- I don't want the DPW moved to Pearl St.
- I live in the area of question and some of the roads could use resurfacing, including Commercial; it's like playing a game trying to avoid manholes and such.
- I want to see high end, high quality housing.
- I would like to see more trees, gardens, flowers, an easily-accessible walking or biking path, place to put in a kayak - outdoor recreation around the river would be fantastic. Fewer industrial buildings and unused buildings and parking lots, more nice restaurants with outdoor seating.
- I'm fearful that downtown will get shortchanged if focus is put on a 'new' area. Let's make sure downtown is fixed first please.
- Improve River
- Improved river access, bike access,
- Improved turning signals at traffic lights. No Bikes lanes
- Improvement along Malden river.
- Improvement along the river, Eviction of National Grid from the downtown area.
- Improvement to the street and access to the Malden river would create value to the city as being more attractive to potential and current residents.
- Improvements along Malden River
- Improvements along the river and zoning for recreational marijuana sales
- Improvements to streets and streetscapes, improvements along the Malden River), more community involvement areas
- Improvements to streets, better lighting (everywhere in Malden), MBTA-accessibility, handicapped accessibility, public gender-free rest rooms.
- It's actually not a bad stretch from Wellington to the DPW. That's where it becomes kind of shabby as an entry into Malden. The road needs work as well.
- Keep DPW there. NO DPW ON PEARL STREET
- Keeping our streets smoothly paved, clearly marked and most importantly pedestrian friendly should be our goal! The upgrades made at the Walgreen's/Verizon intersection @ Route 60 and Main Streets are just phenomenal! Know some crosswalks present with a RED & YELLOW light when pressed. A goal should move toward having ALL crosswalks throughout the city operating with RED and YELLOW combos when pressed! A campaign throughout the city should stress pedestrian safety and educate/remind ALL drivers what the significance of a RED & YELLOW combination light is! ALL crosswalks should also have BUTTONS that pedestrians can press to be sure that the light will cycle to a RED and YELLOW combination ... making it possible to safely cross the intersection! I would guess/hope that there is grant money available for these purposes to lessen the burden on the taxpayers of Malden.
- Leave it alone
- Less multi-story buildings, more pedestrian friendly green spaces.
- Make improvements which are scaled to people and encourage people to visit for a while

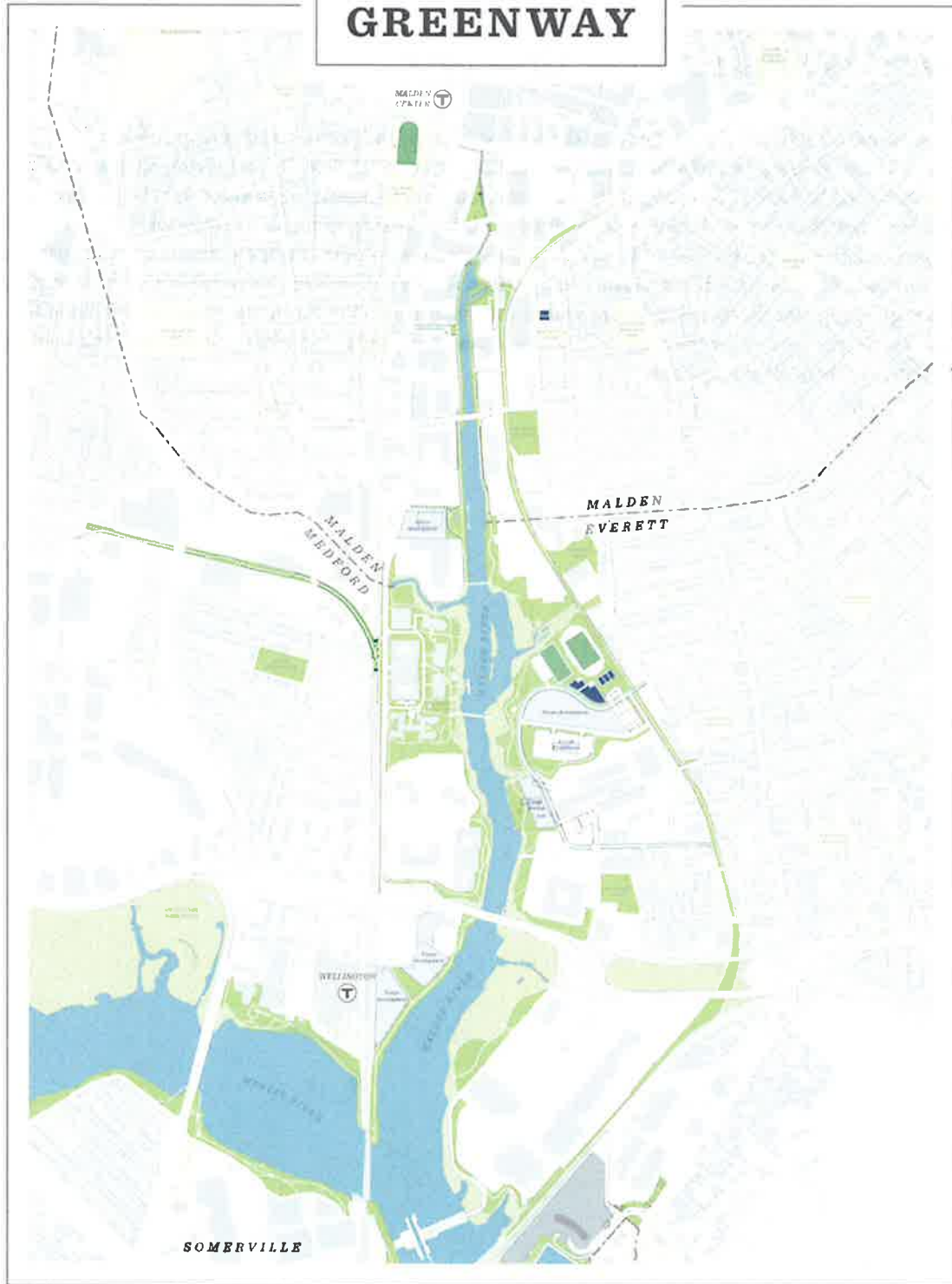
- Make it cool and i will go
- Make it more appealing to people. Fix the road, slow the traffic down (people speed through there even though the road is a disaster). Promote whatever green space is already there.
- Malden river can be like Mystic River next to Assembly Square.
- Malden River Greenway open access/parks/paths on both sides of the river the whole length in Malden/Everett
- Mixed use and improvements along the river
- Mixed use. More housing for young professionals and singles who work in downtown and take orange line train.
- More attractive streetscape to the human scale...wider sidewalks. A contiguous waterfront parkway along the Malden River.
- More being introduced over there such as stores seen at places like Assembly Row or small bars or coffee houses.
- More development that invites people; right now it's basically only car accessible and every building is isolated.
- More food, coffee.
- More retail, better walking areas near MBTA.
- More river access
- No DPW
- No DPW anywhere near a neighborhood. Noise and grime will surely disrupt areas where we have lived for generations. It will also drag down any area improvements.
- No DPW Yard in Ward 2 Keep DPW Yard where it is No DPW Yard near a neighborhood No DPW Yard on Pearl St Ward 2 residents over any developer Don't bring the filth of DPW Yard to Ward 2
- NO DPW YARD in WARD 2- keep it where it is.
- No DPW yard in Ward 2, keep filth out!
- Nothing. No DPW Yard in Ward 2.
- Places for families to enjoy
- Please do not bring DPW to Ward 2. As a renter, it could cause me to leave my neighborhood asap.
- Please keep the DPW where it is No DPW on Pearl Street !!!
- Road diet on Commercial Street to provide a better pedestrian experience. More shade trees, more engaging businesses, more reasons to actually stop and shop.
- Same as above, note, more green space on Commercial Street is a great idea AND it is a TERRIBLE idea to cut down the traffic lanes for a bike lane as proposed at the Idle Hands meeting. Accommodating a vocal minority (bicyclists) to the detriment of the majority (businesses and residents) will negatively impact the area, in my opinion and the opinion of most of the business owners I spoke with at the meeting.
- See above. Better utilize space to add value to city
- Small Businesses, improved pedestrian access and street crossing safety (please, keep DPW where it is, still not intrusive where it is currently. A move to Pearl Str. would be ruinous to our residential area on Avon St.

- Small scale residential, mixed use retail. Hotel. Bike path along the river. Clean pollution from the river. Better connection to downtown Malden.
- Smart Growth! Slow and Steady! Be patient for the correct corporations who will be good citizens and provide for the residents. Bike Lanes, Pedestrian Safety, Environment improvements for the Malden River, Public access along the river (Malden River Greenway) and to the river, Resident opportunities for recreation and fitness (Par exercise course), community gathering space, night lighting, bathrooms, dog walker accommodations (keep waste out of our stormwater) ; native plantings, collaboration and use of existing information collected through surveys, studies, and vision planning. Work Together!
- So much potential here-please do not waste this opportunity on traffic flow!
- The area has it's own character and should remain so. Needs to be integrated with center/downtown. It is gritty but clean.
- The crossing of the Northern Strand at Medford St is pretty dangerous right now I think because of the way that signal is set. Also there seems to be a parking lot on the Northern Strand across from the CHA parking lot that is closed. Removing those rocks would make that area a lot more inviting. The first parcel to redevelop on Commercial St itself will be very essential for the City. Ground floor retail and the streetscape will be really important to reactivating this corridor.
- Traffic improvement. More green space for families. Water taxi.
- Trash removal
- Uses and sustainable development that maximizes open space
- Walk, biking signage and pathways, visible retail and storefront to draw people to businesses.
- Walkability
- Water quality improvements for the river, realistic water uses developed, open passive parks
- We would like to see business development that compliments the preexisting demographics of the neighborhood. This area is residential and the businesses in the area are medical / office based. Having the DPW yard will lead to the decline in the area. Please reconsider, and place this property in an area more properly zoned.
- Would prefer to keep the DPW where is. Otherwise, if moved, outside of Ward 2.

Appendix D. Malden River Greenway

The conceptual diagram on the next page is the final product of the parallel study examining the Malden River in Malden, Everett, and Medford. The Mystic River Watershed Association (MyRWA) sponsored a study process, led by Utile, that engaged the three communities in developing a vision for the portion of the Malden River that connects these municipalities. This planning team for this *Framework Plan* met twice with representatives from MyRWA and Utile during the process for both studies to ensure that the planning for the portion of the Malden River within the Commercial Street Corridor was consistent with the goals of the larger planning area. Recommendations within this *Framework Plan* for public access to and along the Malden River reflect the desire for connected public access along the entire riverfront that will link these three communities to their shared resource.

MALDEN RIVER GREENWAY



GREENWOOD EMERGENCY VEHICLES, LLC
530 John Dietsch Boulevard
North Attleboro, Massachusetts 02763
(508) 695-7138

MAPC FIRE APPARATUS PROPOSAL

January 27, 2020

THIS PROPOSAL HAS BEEN PREPARED FOR:

**MALDEN FIRE DEPARTMENT
1 SPRAGUE STREET
MALDEN MA 02148**

WE HEREBY PROPOSE TO FURNISH TO YOU, SUBJECT TO PROPER EXECUTION OF THE ATTACHED AGREEMENT BY YOU AND BY AN OFFICER OF THIS COMPANY, THE FOLLOWING VEHICLE AND EQUIPMENT TO BE BUILT IN ACCORDANCE WITH THE ATTACHED SPECIFICATIONS:

QUANTITY: ONE (1)

MODEL: 2019 E-ONE TYPHOON PUMPER

PRICE: \$ 586,428.00

DELIVERY WILL BE **F.O.B. MALDEN MA** AND WILL BE MADE APPROXIMATELY **400 DAYS** AFTER RECEIPT AND PROPER EXECUTION OF THE ATTACHED AGREEMENT BY BOTH PARTIES

THIS PROPOSAL SHALL EXPIRE UNLESS ACCEPTED WITHIN **THIRTY (30) DAYS** AND MAY BE EXTENDED, IN WRITING, AT THE DISCRETION OF THE COMPANY.

THE UNDERSIGNED CERTIFIES UNDER PENALTIES OF PERJURY THAT THIS BID OR PROPOSAL HAS BEEN MADE AND SUBMITTED IN GOOD FAITH AND WITHOUT COLLUSION OR FRAUD WITH ANY OTHER PERSON. AS USED IN THIS CERTIFICATION, THE WORD "PERSON" SHALL MEAN ANY NATURAL PERSON, BUSINESS, PARTNERSHIP, CORPORATION, UNION, COMMITTEE, CLUB OR OTHER ORGANIZATION, ENTITY OR GROUP OF INDIVIDUALS.

GREENWOOD EMERGENCY VEHICLES, LLC

**LORNA MARCOUX
SALES & MARKETING DIRECTOR**

CONTRACT

THIS CONTRACT MADE IN DUPLICATE, BY AND **BETWEEN GREENWOOD EMERGENCY VEHICLES, LLC.** - PARTY OF THE FIRST PART, HEREINAFTER REFERRED TO AS "THE COMPANY", AND: **MALDEN MA**, BY ITS AUTHORIZED REPRESENTATIVES - PARTY OF THE SECOND PART, HEREINAFTER REFERRED TO AS "THE BUYER", WITNESSETH AS FOLLOWS:

1. THE COMPANY AGREES TO SELL, UPON THE CONDITIONS WRITTEN BELOW, VEHICLE AND EQUIPMENT IN ACCORDANCE WITH THE ATTACHED SPECIFICATIONS, WHICH ARE MADE A PART OF THIS AGREEMENT AND CONTRACT. IN THE EVENT THAT THE COMPANY'S SPECIFICATIONS AND THE BUYER'S SPECIFICATIONS ARE INCORPORATED IN THIS AGREEMENT, BUT ARE IN CONFLICT WITH ONE ANOTHER, THE COMPANY'S SPECIFICATIONS SHALL APPLY.
2. THE SAID VEHICLE AND EQUIPMENT SHALL BE DELIVERED BY THE COMPANY WITHIN APPROXIMATELY **400 DAYS** AFTER RECEIPT OF ORDER AND THE EXECUTION OF THE CONTRACT BY THE BUYER, AND THE RECEIPT AND ACCEPTANCE OF THE SAME BY THE COMPANY AT THE COMPANY'S OFFICE IN NORTH ATTLEBOROUGH, MASS. DELIVERY SHALL BE SUBJECT TO DELAYS DUE TO STRIKES, MATERIALS AVAILABILITY AND OTHER CAUSES BEYOND THE COMPANY'S CONTROL. VEHICLE AND EQUIPMENT SHALL BE ACCEPTED BY THE BUYER **F.O.B., MALDEN MA** INCLUDING ALL APPLICABLE FEDERAL AND STATE TAXES. IF THE BUYER OF THE PRODUCT IS EXEMPT FROM TAXES, IT SHALL BE THE RESPONSIBILITY OF THE BUYER TO COMPLETE THE ATTACHED TAX EXEMPT CERTIFICATE.
3. IF FULL ACCEPTANCE TESTS ARE REQUIRED TO BE PERFORMED AT THE BUYER'S LOCATION, SUCH TESTS SHALL BE MADE UPON ARRIVAL AT DESTINATION, WHILE THE VEHICLE IS IN THE CARE, CUSTODY, AND CONTROL OF THE COMPANY. IF DESIRED, A PUMP TEST (IF APPLICABLE) MAY BE PERFORMED AT THE COMPANY LOCATION, UNDER THE BUYER'S SUPERVISION, BEFORE SHIPMENT. IF NO SUCH TESTS ARE MADE, THEN SAID VEHICLE AND EQUIPMENT SHALL BE CONSIDERED ACCEPTABLE AND IN COMPLIANCE WITH THE CONTRACT AND SPECIFICATIONS.
4. IF MORE THAN ONE VEHICLE IS COVERED BY THIS CONTRACT, AND THE VEHICLES ARE SHIPPED ON DIFFERENT DATES, AN INVOICE COVERING EACH VEHICLE OR SHIPMENT SHALL BE RENDERED. LOOSE EQUIPMENT SHIPPED SEPARATELY SHALL BE INVOICED SEPARATELY, AND AMOUNTS PAID AGAINST SUCH INVOICES SHALL BE DEDUCTED FROM THE CONTRACT PRICE UPON FINAL SETTLEMENT.
5. THE BUYER AGREES TO MAKE THE VEHICLE OR EQUIPMENT AVAILABLE TO THE SELLER FOR DISPLAY PURPOSES AT TIMES CONVENIENT TO THE BUYER, WITH PRIOR AUTHORIZATION BY THE FIRE CHIEF, OR HIS OR HER DESIGNEE.
6. ALL CONTRACTS ARE TAKEN SUBJECT TO THE WRITTEN ACCEPTANCE OF GREENWOOD EMERGENCY VEHICLES, LLC. BY AN OFFICER OF THE COMPANY. WHEN REQUESTED, THE BUYER SHALL FURNISH SATISFACTORY OPINION OF THE BUYER'S ATTORNEY AS TO THE POWER OF THE BUYER TO ENTER INTO SAID CONTRACT, AND THAT SAID CONTRACT IS A VALID, LEGAL AND ENFORCEABLE OBLIGATION OF THE BUYER, AND THAT THE OFFICIAL EXECUTING THE CONTRACT FOR THE BUYER HAS THE AUTHORITY TO DO SO.

19. PAYMENT TERMS: 100% PAYMENT SHALL BE MADE WITHIN FIVE (5) CALENDAR DAYS OF ARRIVAL AT GREENWOOD EMERGENCY VEHICLES, LLC. THE MANUFACTURER'S STATEMENT OF ORIGIN FOR THE VEHICLE SHALL BE PRESENTED TO THE BUYER UPON PAYMENT. IN THE EVENT THAT PAYMENT IS NOT AVAILABLE WITHIN THE FIVE (5) DAY PAYMENT TERMS THE COMPANY RESERVES THE RIGHT TO CHARGE THE BUYER INTEREST AT 2% OVER THE PREVAILING PRIME RATE FOR THE PERIOD FROM THE PAYMENT DUE DATE TO THE ACTUAL PAYMENT DATE. THE INVOICE FOR THE VEHICLE SHALL BE MAILED TO THE BUYER AT LEAST FIFTEEN (15) DAYS PRIOR TO THE ARRIVAL OF THE UNIT AT GREENWOOD EMERGENCY VEHICLES, LLC.

IN WITNESS WHEREOF, BUYER AND COMPANY HAVE CAUSED THIS CONTRACT TO BE EXECUTED BY THEIR DULY AUTHORIZED REPRESENTATIVES THIS 27TH OF **JANUARY, 2020**.

BUYER'S REGISTERED NAME:

**MALDEN FIRE DEPARTMENT
1 SPRAGUE STREET
MALDEN MA 02148**

BY: _____

TITLE: _____

DATE: _____

GREENWOOD EMERGENCY VEHICLES, LLC
530 JOHN DIETSCH BOULEVARD
NORTH ATTLEBOROUGH, MA 02763

BY: _____

TITLE: _____

DATE: _____

FEDERAL EXCISE TAX EXEMPTION CERTIFICATE

THE UNDERSIGNED HEREBY CERTIFIES THAT HE IS _____ (TITLE OF OFFICER)
MALDEN MA (STATE, TERRITORY OF THE UNITED STATES, OR POLITICAL SUBDIVISION THEREOF, OR THE
DISTRICT OF COLUMBIA, OR TAX-EXEMPT VOLUNTEER FIRE DEPARTMENT) THAT HE IS AUTHORIZED TO
EXECUTE THIS CERTIFICATE AND THAT THE ARTICLE OR ARTICLES SPECIFIED IN THE ACCOMPANYING
ORDER ARE PURCHASED FROM GREENWOOD EMERGENCY VEHICLES, LLC. FOR THE EXCLUSIVE USE OF
_____, _____ (STATE, TERRITORY OF UNITED STATES, OR POLITICAL
SUBDIVISION THEREOF, OF THE DISTRICT OF COLUMBIA, OR TAX EXEMPT VOLUNTEER FIRE DEPARTMENT).

IT IS UNDERSTOOD THAT THE EXEMPTION FROM TAX IN THE CASE OF SALES OF ARTICLES UNDER THIS
EXEMPTION CERTIFICATE TO THE STATES, TERRITORIES OF THE UNITED STATES, ETC., IS FOR ITS
EXCLUSIVE USE, AND IT IS AGREED THAT IF ARTICLES ARE PURCHASED OR SOLD TO EMPLOYEES OR OTHERS,
SUCH FACT WILL BE REPORTED AND TAX PAID BY ME TO THE DISTRICT DIRECTOR OF INTERNAL REVENUE
FOR THE DISTRICT IN WHICH THAT SALE WAS MADE.

IT IS ALSO UNDERSTOOD THAT THE FRAUDULENT USE OF THIS CERTIFICATE TO SECURE EXEMPTION WILL
SUBJECT THE UNDERSIGNED AND ALL GUILTY PARTIES TO A FINE OF NOT MORE THAN \$10,000.00 OR TO
IMPRISONMENT FOR NOT MORE THAN FIVE (5) YEARS OR BOTH, TOGETHER WITH COSTS OF PROSECUTION.

BY: _____
(SIGNATURE)

(TITLE)

(DATE)

NOTE: FEDERAL EXCISE TAX WILL BE ADDED IF THE ABOVE FORM IS NOT COMPLETED AND SIGNED.



CITY OF MALDEN
MALDEN, MA
S.O. 143275/091450
CAT24 EXTENDED PUMPER
TYPHOON 4X2 CHASSIS

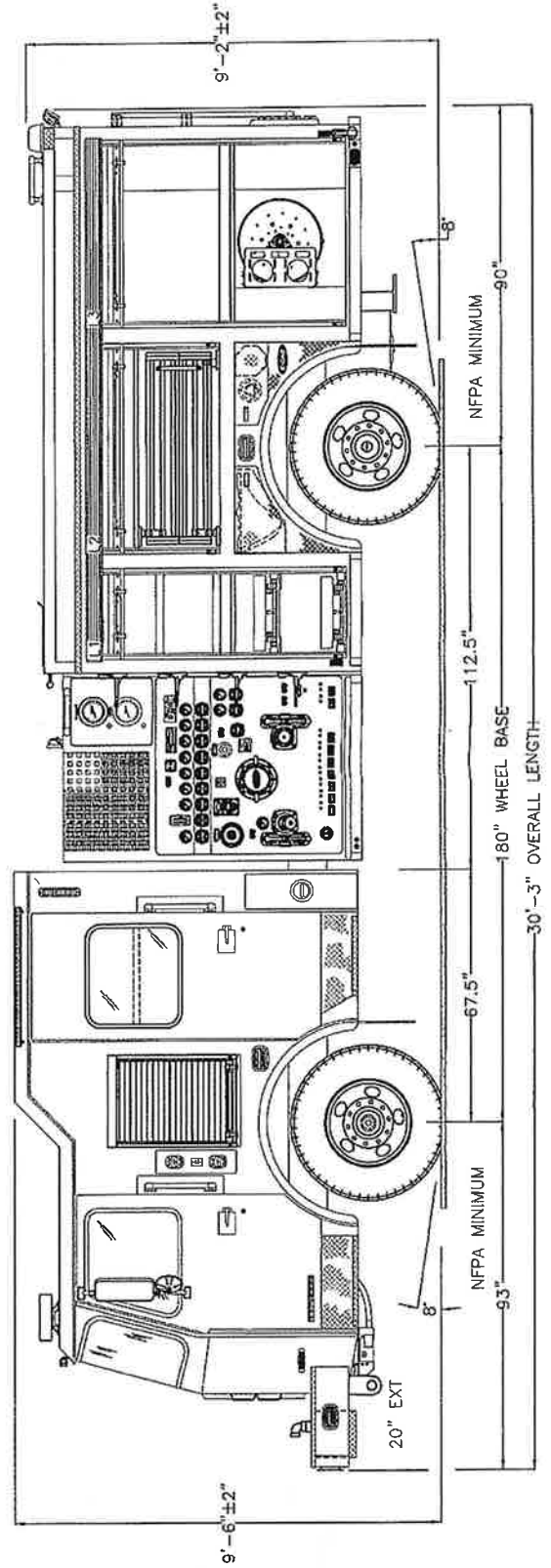
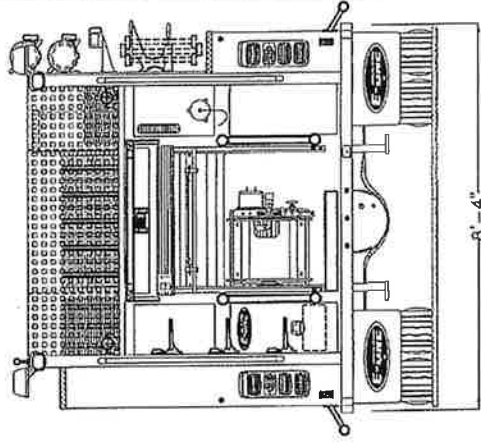
1500 GPM WATEROUS 5100C20 PUMP		HOSE LOAD:	
750 GALLON WATER TANK		500' OF 2.50" DJ	
		1000' OF 4.00" LDH	
		500' OF 2.50" DJ	
COMPT.		INTERIOR DIMENSION	
L1	22W	59H	24W 25H 25D UPPER
L2	24W	30H	24W 25H 25D LOWER
R1	24W	25H	24W 25H 25D UPPER
R2	50W	30H	24W 25H 25D LOWER
L3	48W	59H	24W 25H 25D UPPER
B1	36W	37H	24W 25H 25D LOWER

THIS DRAWING IS FOR REFERENCE PURPOSES. ALL DIMENSIONS ARE SUBJECT TO MINOR VARIATIONS DUE TO MANUFACTURING PROCESSES.

APPROVED FOR PRODUCTION

DESIGNER: ARJESCO DATE: 2019-SEP-11

HOSEBED HEIGHT
(FOR REFERENCE ONLY)
TO TAILBOARD: 5'7"
TO GROUND: 6'7"

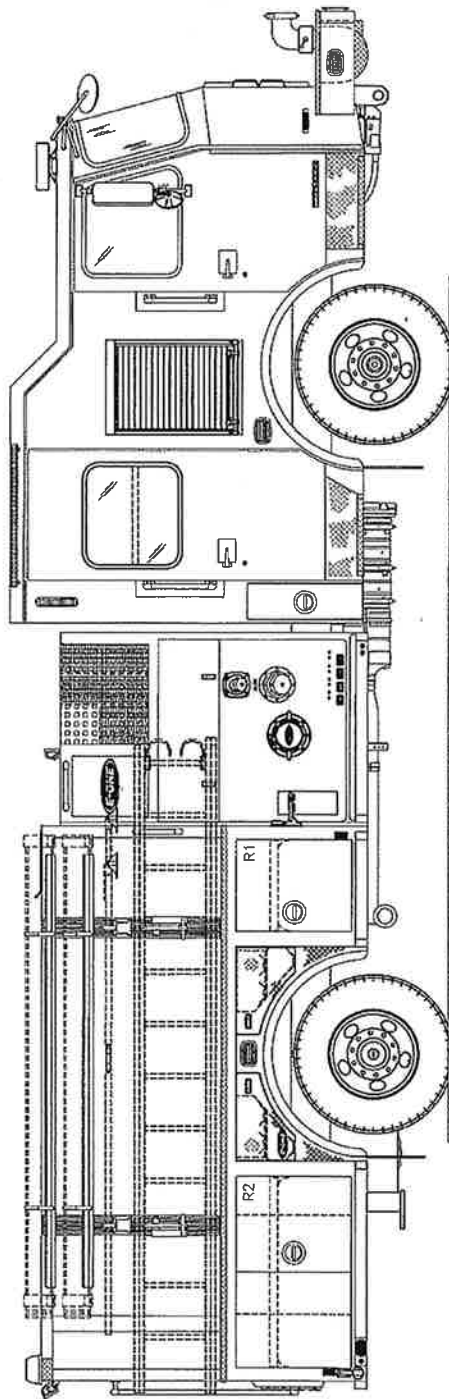
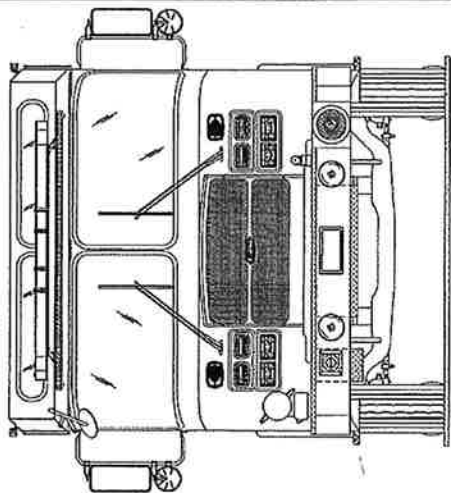


DATE	2019-SEP-11
DESIGNER	ARJESCO
CHECKED	
APPROVED	



CITY OF MALDEN
MALDEN, MA
S.O. 143275 / 091450
CAT24 EXTENDED PUMPER
TYPHOON 4X2 CHASSIS

THIS DRAWING IS FOR REFERENCE PURPOSES. ALL DIMENSIONS ARE
SUBJECT TO WORK VARIATIONS DUE TO MANUFACTURING PROCESSES.
APPROVED FOR PRODUCTION
DESIGNER: ARJOSCOO DATE: 2019-SEP-11





CITY OF MALDEN

Human Resources Department

17 Pleasant Street
Malden, MA 02148
781-397-7000 ext. 2187 (P)
781-873-0238 (F)

Anthony Chiccuarelli, Director

PLEASE POST

City of Malden Job Opportunity

POSITION: Transportation Planner
DEPARTMENT: Engineering Department
SALARY: \$63,791.14

Duties:

The Transportation Planner works under the direction of the City Engineer and/or his/her designee to provide transportation planning, development review, transportation systems, analysis, and coordination of multi-modal transportation initiatives. This individual shall provide analysis, development and implementation of progressive multi-transportation strategies, policies and programs. The ideal candidate will also assist the City Planner and Planning Board with tasks related to neighborhood planning and zoning, plus provide other duties as assigned.

- Work with the City of Malden staff, officials and residents to identify and implement expeditious and low cost actions that will allow Maldonians to travel more safely and easily through Malden and our region. Manage the City's Complete Streets program, sidewalk improvements, Malden by Bike plan and other relevant City initiatives to increase the safety and use of active and sustainable modes of transportation.
- Work with City officials, residents, businesses and the MBTA's Better Bus Project to help optimize travel for transit users. Improve access to transit for people with disabilities and eliminate delays for all modes caused by bottle necks along bus routes and near bus stops.
- Help develop the vision and goals of the transportation section of Malden's Master Plan that is currently in development so as to proactively support sustainable, equitable transportation choices that can support new places to work and live that are less reliant on cars while preserving ease of mobility, quality of life and affordability in Malden's existing neighborhoods.
- Oversee efforts to assess the age and state of repair of Malden's traffic signals and to identify signal equipment improvements that increase safety and ease of travels for motorists, bus riders, walkers and bicyclists.
- Provide multimodal transportation planning expertise and technical support to City departments, boards and transportation-related committees. Provide multimodal transportation systems analysis. Review all private development projects to ensure consistency with the City's transportation policies and goals
- Lead and manage a variety of transportation planning studies and initiatives, including but not limited to neighborhood and corridor studies and plans.
- Develop and manage contracts for consultant services.
- Represent the City on the topic of transportation functions of other City and State agencies, particularly on participation in planning studies; and the planning and implementation of transit and roadway projects.
- Make presentations to City Council, staff, community groups and the general public.

The City of Malden is an Equal Opportunity Employer

Posted 01/22/2020

- Work on ongoing Encore Casino mitigation.
- Research, write and compile reports, briefings, correspondence, memorandums, etc.; develop and prepare materials for meetings and presentations.
- Manage projects as assigned by the City Engineer, City Planner, or Malden Redevelopment Authority representative.
- Perform other related duties as assigned.
- Some local travel required plus attendance at regular evening meetings.

Qualifications:

This position requires a Master's Degree in Urban Planning, a Bachelor's Degree in transportation engineering or Bachelor's Degree in Urban Planning or Environmental Science plus 6 months to 3 years of related work experience in urban transportation planning and development. Any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job will also be considered. Must have knowledge of multimodal transportation planning and familiarity with zoning and land use policies and regulations. Familiarity with Community Development Block Grant, Chapter 90, Transportation Improvement Program (TIP), and other state and federal funding programs preferred.

Knowledge and experience with the following concepts, programs, and work is highly preferred: urban planning policy and design sensibilities; civil engineering and landscape architecture; complete streets design guidelines; graphic presentation; economic and sociological aspects of planning and transportation policy; progressive parking policies and practices design; construction and inspection of transportation improvement projects, and specifically municipal projects.

Expertise in the application of personal computers to assemble and manage information required for land use and transportation concepts and models. Ability to exercise independent initiative as well as work well in a team environment. Knowledge of the standard approach to traffic capacity analysis with the typical industry leading software programs. Familiarity and commitment to progressive multi-modal transportation strategies, policies and programs. Knowledge of latest design and engineering guidelines at local, state and federal levels.

Desirable skills and experience include:

Knowledge and use of office equipment such as the personal computer and computer software, including Microsoft Word, Excel, PowerPoint and Geographic Information Systems (GIS), is required. Familiarity with AutoCAD, Photoshop, Illustrator, Sketch-Up, In-Design, or other design software is a plus. Excellent oral and written communications skills.

Engineering in Training Certification desirable.

To Apply: Interested applicants should submit a cover letter and resume by February 7, 2020 to Human Resources Director, City of Malden, at

maldenhr@cityofmalden.org

Selected candidate will need to submit to a Criminal Offenders Records Information report (CORI), background check and pre-employment drug screening.

The City of Malden is an Equal Opportunity Employer

Posted 01/23/2020